

UN Special



Global Compact
FOR Migration

We Are All Migrants

FEATURED TOPIC P.10

The advent of the new Global Compact on Refugees

UNITED NATIONS P.22

A new Client Support Centre at UNOG

WHO P.26

Do you know what to do if you are under investigation?



Think UNIQA
Without
BORDERS



Supplemental health insurance for
UN, ILO and WHO staff members



New attractive
conditions 2019
www.gpafi.org

www.uniqa.ch

Think


UNIQA



© IOM 2017/Rikha Tupaz



ALEXANDER MEJIA
Editor-in-chief/Rédacteur en chef

EDITOR'S NOTE / ÉDITORIAL

FEATURED / À LA UNE

A New Compact Among Nations 5
Migration is the great issue of our era 8
The advent of the new Global Compact on Refugees 10
A bridge for two Global Compacts 12
Sécurité alimentaire, conflits et migration internationale 14
A Global Compact for Safe, Orderly and Regular Migration 17

UNITED NATIONS / NATIONS UNIES

The negotiating process of the 2030 agenda (2/3) 18
DCM Innov8 – The Future of Conferencing 20
A new Client Support Centre at UNOG 22
Tapping United Nations literary talent 30
UNOG Health and Safety Committee 31
How to build skills to lead a successful Organization 32
The Road to Sustainable Finance in Nigeria 34
Imagining the future of humanitarian response. A collective enterprise See you at the Commons...! 38
Thank you from the 1% Fund for Development 46

WHO / OMS

Do you know what to do if you are under Investigation? 26
What to Expect at Toastmasters International 40

GLOBAL AFFAIRS / AFFAIRES GLOBALES

One day peace will come... 28
Innovation. The Power of Bottom-up Initiatives in IOs 36

ART & CULTURE

Entretien avec Jean Ziegler 42
Club Photo International (CPI) annual photo exhibition and competition 43
Ladakh partie 2/3. Calme et sérénité 44

Migration remains one of the biggest challenges to humanity. It is not a new challenge; migration has occurred for as long as humans have existed. However, it is getting more complicated as the numbers have exploded in the last decade. Last year, we had more than 258 million migrants. In 2000, the world had only 173 million people on the move. There is no doubt that we are facing increased mobility. However, forced migration accounts for almost 20 million of these people and this is the area on which UN efforts are focused and one of the priorities that the Global Compact on Migration (GCM) will address. In this edition, we invite you to read articles on the GCM and on the other important instrument recently adopted: the Global Compact on Refugees. We are pleased to publish contributions from Antonio Vitorino and Filippo Grandi, the leaders of IOM and UNHCR, as well as from Louise Arbour, the *UN Special* Representative for Migration. You will also find analyses and commentaries from experts and colleagues in the field, as well as a centrefold with relevant numbers that puts migration in perspective.

In addition, you can read the second part of the negotiating process of the 2030 agenda by UN Assistant Secretary-General Nikhil Seth, and an interview with Ambassador Ibrahim Khraishi of the Mission of the State of Palestine. Other topics include articles on what to do if you are under investigation, health and safety at work and how to improve your public speaking skills. Finally, and as is customary, you will read the latest piece by Claude Maillard on his travels, as well as an article on the Club Photo International's annual photo exhibition and competition. Happy reading! ■

La migration reste l'un des plus grands défis de l'humanité. Au fil des décennies, les chiffres explosent et la situation se complique. En 2000, le monde ne comptait que 173 millions de personnes en déplacement alors que l'année dernière plus de 258 millions de migrants parcouraient le monde. Parmi eux, 20 millions sont victimes de migration forcée. L'ONU et le Pacte Mondial sur les migrations (PMM) concentrent leurs efforts sur ce dernier groupe.

Dans ce numéro, nous vous invitons à découvrir le PMM et le Pacte mondial pour les réfugiés, instrument onusien récemment adopté. Antonio Vitorino et Filippo Grandi, respectivement chefs de l'OIM et du HCR, ainsi que Louise Arbour, Représentante spéciale des Nations Unies pour la migration, apportent leur éclairage. Des analyses d'experts sur le terrain, ainsi qu'une page centrale mettant la migration en perspective grâce à des chiffres pertinents complètent la présentation du problème.

Par ailleurs, vous pouvez lire la deuxième partie du récit du processus de négociation de l'Agenda 2030 rédigé par le Sous-Secrétaire général de l'ONU, Nikhil Seth, ainsi qu'un entretien avec l'Ambassadeur Ibrahim Khraishi de la Mission de l'État de Palestine.

D'autres articles abordent ce qu'il faut faire si vous faites l'objet d'une enquête, la santé et la sécurité au travail et la façon d'améliorer vos aptitudes à parler en public. Enfin, le dernier récit de voyage de Claude Maillard, l'exposition et le concours annuel du Club Photo International vous sont présentés. Bonne lecture! ■

The official magazine of the international civil servants of the United Nations at Geneva and of the World Health Organization

La revue officielle des fonctionnaires internationaux des Nations Unies à Genève et de l'Organisation Mondiale de la Santé

GENÈVE
AÉROPORT

**Genève
Amérique du Nord**

Vols directs

**L'Amérique dans
tous ses états**
Montréal – New York – Washington

Vas-y direct.



Les compagnies de Star Alliance, Air Canada, SWISS et United Airlines vous proposent des vols directs au départ de Genève vers trois grandes villes d'Amérique du Nord.



Mr. Nasser Bourita, Minister for Foreign Affairs and International Cooperation of Morocco, speaks during the closing press conference of the Intergovernmental Conference to Adopt the GCM. Also pictured: Ms. Louise Arbour (right), Special Representative of the Secretary-General for International Migration and Secretary-General of the Intergovernmental Conference to Adopt the GCM; Mr. Charbel Raji (centre), Spokesperson for Ms. Arbour.

© UN Photo/Dareem Boucheitout

A New Compact Among Nations

The historic adoption of the UN Global Compact on Safe, Orderly, and Regular Migration marks a seminal event in the history of international cooperation, and charts a path forward for our globalized society in the 21st century.

JESSICA HANEY, UNITAR

Today, more people than ever before – over 258 million people, or 3.4 percent of the global population – currently live outside their country of birth. Indeed, since the year 2000, the total number of international migrants has increased by almost 50 percent. And while some migrants make the choice to leave home, many do not have the privilege. The world contains approximately 68 million forcibly displaced persons, including over 25 million refugees, 3 million asylum seekers, and over 40 million internally displaced persons (IDPs).

As technology and the forces of globalization knit the world's nation states ever closer together, the phenomenon of international migration will grow still further. Indeed, one

day, transplanting oneself beyond the political borders of one's country may come to be considered as incidental, unremarkable, commonplace. Here's hoping.

But at this moment in history, the world is still in the full throes of these growing pains – as our news screens give us daily evidence. From the Mediterranean, to the Rio Grande, to Southeast Asia, and nearly everywhere else on the planet, the struggles of migrants and refugees are shaping and in some places even upending societies. They are most certainly re-molding global society, and no entity has a clearer mandate than the United Nations to address this phenomenon of global migration, working both to eliminate its hardships for people and

nations, and also to harness its great potential.

Human civilization made history on this front just a few short weeks ago. In Marrakech, Morocco on 10 and 11 December 2018, 164 UN Member States officially endorsed the UN Global Compact for Safe, Orderly, and Regular Migration (GCM). The conclusion of a two-year process, the Compact represents an unprecedented achievement in multilateralism, as the first-ever global agreement on a common approach to international migration in all its dimensions. Though not legally binding, it represents a historic framework for international cooperation to ensure that the universal human rights and freedoms of all migrants are upheld. It emphasizes the principle of shared responsibility between countries of origin, transit and destination, and also provides a roadmap for the improved governance of international migration. It calls for increased commitments from States, for innovative solutions, and for a renewed focus on multi-stakeholder partnerships.

The process began in September 2016, when the UN General Assembly adopted the New York Declaration for Refugees and Migrants, calling for the adoption of two compacts: the GCM, and a separate Global Compact on Refugees (GCR). In the case of the GCR, the four main objectives are to ease pressure on host countries; enhance the self-reliance of

refugees; expand access to third-country solutions; and support conditions in countries of origin for return in safety and dignity. Refugees constitute an especially vulnerable subset of migrants worldwide, and protracted refugee situations continue to take a toll not only on the refugees themselves, but on the host countries and communities— often among the poorest in the world – who welcome the largest numbers of those in need. (85% of the world’s refugees under the mandate of the UN Refugee Agency (UNHCR) are hosted in developing countries.)

The GCR builds on existing international law and standards, including the 1951 Refugee Convention and human rights treaties, and seeks to better define cooperation to share responsibilities. The final draft was completed in mid-2018, and this past 17 December, the UN General Assembly officially endorsed this unprecedented Compact, with 181 States voting in favour, 2 against (the United States and Hungary), and 3 abstentions (Eritrea, Liberia, and Libya).

The process to develop the GCM started in April 2017, and consisted of 18 months of consultation and negotiation amongst member states. On 13 July 2018, the text was finalized. The Intergovernmental Conference to Adopt the GCM took place in Marrakech on the 10 and 11 December last year, and on

19 December, the UN General Assembly officially voted on the Compact in New York. 152 countries voted in favor of the resolution, 12 countries abstained, and 5 (the United States, Hungary, Israel, the Czech Republic, and Poland) voted against it. After many months of negotiations, taking place amid upon a backdrop of ever-changing and increasingly urgent real-world headlines, the Compact came into being. It is a milestone for humanity, the first agreement of its kind, and our world’s roadmap for negotiating human mobility on a global scale, from 2019 and into the rest of this century.

The Office of the UN Special Representative for International Migration notes that migration provides immense opportunity and benefits – for the migrants, host communities and communities of origin. However, when poorly regulated it can create significant challenges. These challenges include overwhelming social infrastructures with the unexpected arrival of large numbers of people, and the deaths of migrants undertaking dangerous journeys.

The GCM aims both to mitigate the challenges and to harness the opportunities of migration for all communities, and enumerates 23 concrete objectives for doing so at the local, national, regional, and global levels. Those objectives may be summarized as follows:

- Inhibiting the factors as that

cause people to leave their home countries against their will or their preference, and addressing the structural factors that hinder them from building and maintaining sustainable livelihoods at home;

- Reducing the vulnerability of migrants, and ensuring that their human rights and humanitarian needs are fully protected;
- Addressing the legitimate concerns of host States and communities regarding the demographic, economic, and social changes that result from migration;
- Creating conditions that enable all migrants to enrich the societies in which they find themselves to their greatest capacity, and leveraging the phenomenon of migration to generate added value for individuals, communities, and States everywhere.

The Global Compact is grounded in the core values of state sovereignty, responsibility-sharing, non-discrimination, and human rights. At the opening session of the Intergovernmental Conference in Marrakech, UN Secretary General Mr. Antonio Guterres put it this way: the GCM provides a platform for “humane, sensible, mutually beneficial action” resting on two “simple ideas: firstly, that migration has always been with us, but should be managed and safe; second, that national policies are far more likely to succeed with international cooperation.”



optometry - contact lenses - eyewear - instruments

LINDEGGER
maîtres opticiens

Cours de Rive 15, Geneva - 022 735 29 11

It is important to underscore that the Compact is not legally-binding, but is rather, in the words of the UN chief, “a framework for international cooperation, rooted in an inter-governmental process of negotiation in good faith”. Contrary to some myths, the GCM in no way allows the UN to impose any migration policies on Member States, nor does it constitute a formal treaty. It does not institute any new right to migrate, nor does it infringe on State sovereignty.

On the contrary, it may be argued that the principle of Nation State sovereignty lies at the heart of this Global Compact. Rather than imposing any course of action on governments, the GCM simply calls for the elimination of conditions that cause forcible displacement, the protection of the universal human rights of

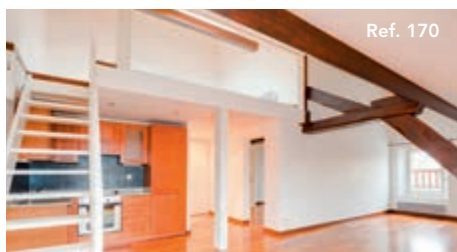
migrants, the protection and prosperity of host communities, and safer and more effective integration processes. The idea is to reduce and eliminate the suffering of all parties, and also to create added value for States, communities, and individuals. In the words of Ms. Louise Arbour, UN Special Representative for International Migration, the Compact “will make an enormous positive impact in the lives of millions of people – migrants themselves, the people they leave behind, and the communities that will then host them.”

For the first time as a global community, we have a Compact on Migration, and an agreed framework on the way forward. More than 2,000 delegates made the trip to Marrakech in December to observe and affirm this adoption, including not only Member State officials,

but representatives from local government, business, the civil sector, academia, and a wide variety of other stakeholders. Indeed, the phenomenon of migration touches us all.

Now comes the time for implementation. As Secretary General Guterres declared in Marrakech: “Now we must breathe life into what we have agreed and demonstrate the Compact’s utility: to Governments as they establish and implement their own migration policies; to communities of origin, transit and destination; and to migrants themselves.” Indeed, the Secretary General announced in Marrakech the coming launch of a new United Nations Network on Migration, which will rally the wide variety of stakeholders under a common umbrella, and will further elevate the issue of migration in the agenda of

the United Nations and the global community. Here in Geneva – headquarters of the UN Migration Agency (IOM), the UN Refugee Agency (UNHCR), and of so many other international bodies committed to the welfare of people on the move and of global society at large – we stand ready and eager for the work ahead. ■



Ref. 170

SACONNEX D'ARVE CHF 1'170'000.-

CHARMING DUPLEX APARTMENT

- 111 m² surface, fully renovated
- 1 bedroom, 1 mezzanine and 2 bathrooms
- Private parking space and vegetable garden



Ref. 169

TANNAY CHF 3'800'000.-

BEAUTIFUL VILLA WITH SWIMMING POOL

- 370 m² surface in a residential area
- 6 bedrooms
- Private garden of 1'300 m²



Ref. 126

GRAND-SACONNEX CHF 2'490'000.-

STUNNING TOP-FLOOR APARTMENT NEAR U.N.

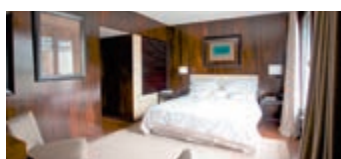
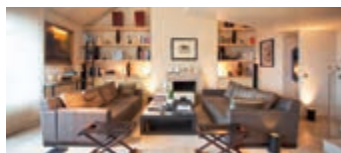
- 203 m² of living area with two balconies of 38 m²
- 7 rooms including 4 bedrooms and 3 bathrooms
- Large private parking space



m3 REAL ESTATE SA – Place de Cornavin 3 – Case postale 1288 – CH 1211 Genève 1
Sales department : ☎ +41 22 809 08 09 – ✉ vente@m-3.com



UNIQUE - Top-floor apartment with 3 terraces



Geneva · Petit Saconnex

SURFACE: 280 m² | ROOMS: 3 | PRICE: CHF 3'650'000 | Ref: V0594GE

Located near the international organizations and the airport, this beautiful top-floor apartment is composed of 7 rooms and offers a total surface of 280 m². It features three terraces of 113 m² total with panoramic views of the Jet d'Eau and Lake Geneva. Direct access by private elevator.

LUXURY REAL ESTATE
THE GREATEST TRANSACTIONS
ALWAYS BEAR THE SAME SIGNATURE



JOHN TAYLOR
LUXURY REAL ESTATE SINCE 1864

JOHN TAYLOR GENÈVE
PLACE DE CORNAVIN 3 – 1201 GENÈVE
TEL: +41 22 809 08 11
GENEVE@JOHN-TAYLOR.COM

WWW.JOHN-TAYLOR.CH



Secretary-General António Guterres (right) meets with António Vitorino, incoming Director General of the International Organization for Migration (IOM).

© UN Photo/Eskinder Debebe

Migration is the great issue of our era

Dignity is at the core of our mission. Treating all migrants with dignity is the fundamental requirement we face before anything else we attempt on migration – a troubling issue coming at a troubling time for the world community – because our future depends on it. So, too, does our present.

ANTÓNIO VITORINO, DIRECTOR GENERAL INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)

I am newly arrived at the International Organization for Migration, recently chosen to lead one of the international community's oldest and most effective organizations. Yet migration is as old as human-kind. Which means that IOM, at a mere 67 years of age, is a relative newcomer.

Tens of millions...

We are today a species on the move; approximately one of every seven people planet-wide – in the broadest sense – are migrants. There remains much to do. And learn. But dignity comes first. Foremost, the dignity to choose.

Migration is a force for dignity because it allows people

to choose to save themselves, protect themselves, educate themselves, or free themselves. It lets millions choose participation over isolation, action over idleness, hope over fear and prosperity over poverty.

We must dignify those choices by paying them respect. We respect them by treating those who make such choices with dignity.

We also have the choice. To answer migrants' hopes with our acceptance; to answer their ambition with opportunities. To welcome rather than repudiate their arrival.

We must also respect and listen to those who have become frightened of the changes that migration brings to their lives. Whether their fears are warranted or not, they are

authentic and deserve to be addressed with dignity.

Unless we give all citizens the assurance their choices, too, are respected, we risk losing a real opportunity for progress. Migration embodies choices we make together – either by responding to our new neighbours (or potential new neighbours) with a sense of community, or not.

The adoption (10 December 2018) in Marrakech of the Global Compact for Safe, Orderly and Regular Migration (GCM) by an overwhelming majority of UN Member States takes us one step towards dignity for all, and towards a more balanced discourse and widespread cooperation on migration.

The GCM strikes a delicate balance between the sovereignty of nations and the security, and



View of a tent for the Intergovernmental Conference to adopt the Global Compact for Safe, Orderly and Regular Migration, convened on 10 and 11 December in Marrakech, Morocco, under the auspices of the United Nations General Assembly.

dignity, we demand for every individual.

As we turn now to celebrate the United Nations' annual International Migrants Day we'd do well to remind ourselves of that balance, and how the two sides do not compete with each other. They complement each other.

The Compact stresses all states need well-managed migration, and that no one

state can achieve this on its own. Cooperation at all levels is fundamental to addressing migration.

The United Nations General Assembly proclaimed 18 December as International Migrants Day in 2000. That same year, in its annual World Migration Report, IOM stated that more than 150 million international migrants celebrated the turn of the millennium outside their countries of birth.

Eighteen years on, the trend of men, women and children on the move has continued upward. Eighteen years on, we've seen the number of international migrants grow to an estimated 258 million people. Another 40 million people are currently internally displaced by conflict, and every year millions of

others (18.8 million in 2017) are forced from their homes by climate-related disasters and natural hazards.

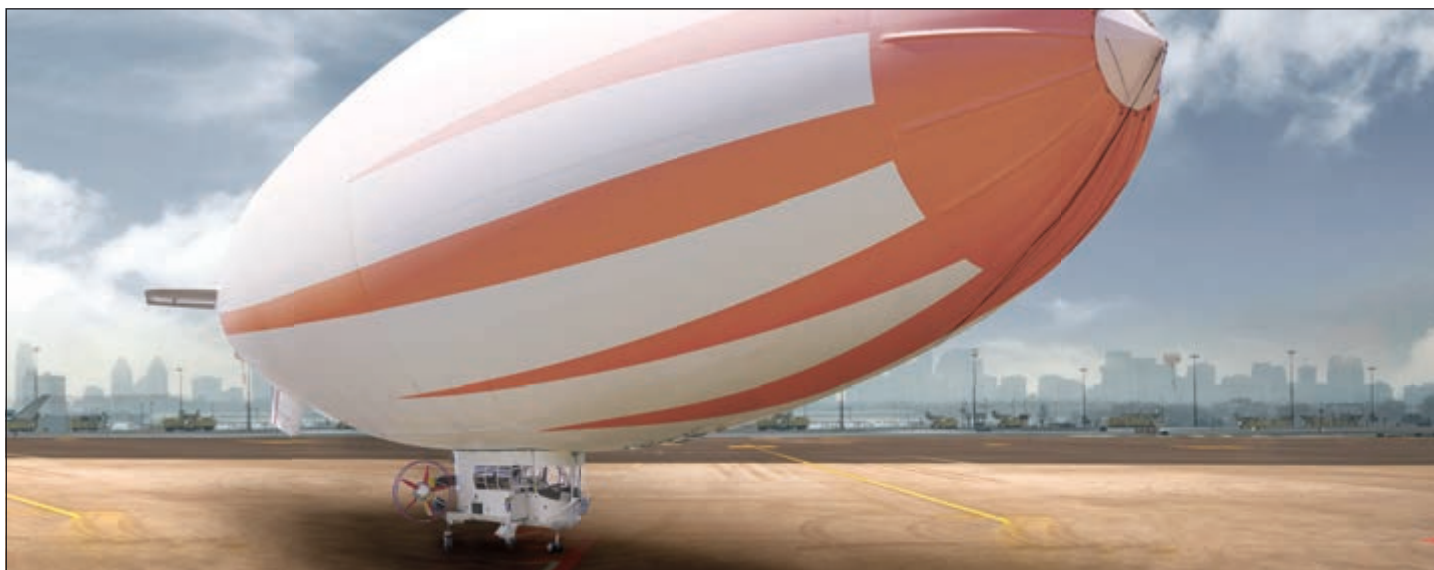
For many people, the mere act of migration exposes them to great dangers.

IOM's data show that close to 3,400 migrants and refugees lost their lives worldwide in 2018. Most died trying to reach Europe by sea; many others perished attempting to cross deserts or pass through dense forests seeking safety far from official border crossings. These numbers, compiled daily by IOM staff, shame us.

IOM reaffirms that migration is a driving force for progress and development not just for those on the move, but also for transit countries and especially, receiving communities in destination countries.

We renew our call to save lives by ensuring migration is safe, regular and dignified for all. ■

Migration With Dignity (#WithDignity) was the theme of 2018's International Migrants Day (18 December).



**YOU CHANGE THE FLIGHT.
WE CHANGE THE MONEY.**

Partner of international organizations.



CHANGE MIGROS
THE BENCHMARK SINCE 1961

WWW.MIGROSGENEVE.CH

Geneva: BALEXERT | GRAND-SACONNEX | MPARC LA PRAILLE | MONT-BLANC | PLAN-LES-OUATES | RIVE | THÔNEX | VERNIER
Vaud: LAUSANNE OUCHY | PORTE DE NYON



UNHCR chief Filippo Grandi listens to the stories of recently arrived South Sudanese refugees as they are registered at Imvepi settlement in northern Uganda.

© UNHCR/Georgina Goodwin

The advent of the new Global Compact on Refugees

The state of the world does not look good. Internal conflicts have escalated, fueled by regional and global rivalries. Crises have intensified, driven by poverty, exclusion and the growing impact of climate change.

FILIPPO GRANDI, UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES

Governance failures have created space for extremists and criminals. The language of politics has become ruthless, giving licence to discrimination, racism, xenophobia. Refugees and migrants have become targets and casualties of power-driven agendas. Political leadership should strive to unite, but now – too often – prides itself on dividing. And the number of refugees globally has risen by almost one fifth, going beyond 25 million for the first time ever. Yet, amidst so much adversity, multilateralism has held its ground. But as the Secretary-General said, we must reinvigorate it.

I am proud that we at UNHCR are part of this effort, every day.

I am proud of what UNHCR has achieved – through the immense dedication of my colleagues, and our partners, and of course with your support. The New York Declaration, too, was a milestone – a political commitment at the highest level, grounded in international cooperation and refugee protection standards. And the global compact on refugees charts a clear way forward – through a stronger, fairer, better response model. This, I believe, is where multilateralism has strength – as a practical counterpoint to the rhetoric and electoral grandstanding that often pervades public debates on refugees and migrants. And as a rallying point for solidarity – that places the dignity, rights and aspirations of refugees and their hosts at the centre of a shared endeavour.

When I took office in January 2016, global displacement was already at record levels. The Syrian crisis was in its fifth year, with the number of Syrian refugees approaching five million. Conflicts in Iraq and Yemen were escalating. Europe was struggling to chart a common response to the arrival of one million refugees and migrants. In Africa, a series of crises had recently affected Burundi, the Central African Republic, Nigeria, and South Sudan, triggering large refugee movements. In northern Central America, a complex flow, driven by poverty, exploitation and gang violence, was gathering pace. Conflict in Ukraine had uprooted hundreds of thousands of people. And millions remained trapped in exile or internal displacement by protracted conflicts in Afghanistan, Colombia, the Democratic Republic of Congo, and Somalia. Almost three years on, all these situations have continued to evolve. Some – as in South Sudan and Yemen – have escalated. Elsewhere – as in Syria – repeated military operations have led to massive waves of new displacement and return, with geo-political shifts playing a pivotal role. Other situations, such as in Iraq, and in the Lake Chad region, have moved towards greater stability, but without definitive resolution. New crises have emerged, with harrowing consequences.

A brutal security operation drove almost 700,000 Rohingya from Myanmar's Rakhine State into Bangladesh. Some 5,000 people are now leaving Venezuela daily – the largest population movement in Latin America's recent history. And thousands continue to cross the Sahel into Libya and across the central Mediterranean – driven by despair, and exposed to unthinkable cruelty and dangers.

Global forced displacement has climbed – reaching 68.5 million in 2017. Forty million of those are internally displaced. Neighbouring countries have largely – although not invariably – kept their borders open, receiving and hosting refugees with generosity, despite enormous constraints. Yet further afield, often in rich countries, the trend is towards making it difficult for people to seek asylum – even by closing borders and pushing people away. Children separated from their parents, leaving psychological scars that will last a lifetime. Asylum-seekers stranded at border fences, or detained indefinitely, having committed no crime. Refugees dehumanised, treated as a commodity, passed from one state to another. Today, when I engage with the leaders of countries neighbouring those in crisis, how am I to tell them to take more people, when some in

richer countries are discussing how to close their doors?

We have undertaken an important journey together, in developing the global compact on refugees. I wish to thank you all for your diligence and commitment, and for our rich exchanges over months of consultations. The final document reflects a realistic balance of the interests and aspirations of hosting countries, of donors and others, and is informed by decades of experience in addressing refugee crises. This historic compact will be the first of its kind in more than half a century – a powerful expression of multilateralism in today's fragmented world. For too long, refugee hosting countries have borne the brunt of what is a collective responsibility. And too many refugees have had their lives on hold: confined to camps, just scraping by, unable to flourish or contribute. The compact recognises that in delivering protection and support, host countries and their citizens act on behalf of us all – delivering a global public good, contributing to regional and international peace and security, helping refugees find a renewed sense of stability, easing the quest for solutions. The compact is a rallying point for humane, practical people from all parts of society, ready to express their solidarity through concrete actions, like

the citizens of Cox's Bazar providing the first assistance to Rohingya refugees; the people of Valencia welcoming in their thousands the survivors of the "Aquarius"; the Ugandans sharing farmland with refugees. Granting asylum is one of the most ancient and shared gestures of solidarity in the history of humankind. It has helped save lives, build and rebuild nations, and preserve our sense of humanity. The compact will help us translate the values upholding this noble tradition into concrete measures, shielded from the vagaries of politics, adapted to our challenging world. It will be up to all of us to make it work; to ensure that its promise becomes a reality for the millions who are counting on it. ■

**NEW DIPLOMATIC SALES
ON ALL MODELS***

25% discount for all legitimization card holders*

ATRA AUTOMOBILES GENÈVE SA
Chemin Delay 23
1214 Vernier
022 979 20 00
www.atra.ch

GARAGE DU NOUVEAU SALON SA
Route de Ferney 185
1218 Le Grand-Saconnex
022 798 71 32
www.nouveau-salon.ch

mazda

* voir conditions Garage.

A bridge for two Global Compacts

For the first time in the history of the United Nations, a Global Compact on Migration and a Global Compact on Refugees were discussed and adopted.

AMBASSADOR ARTURO CABRERA-HIDALGO¹

These are, without a doubt, two crucial achievements of multilateral diplomacy, impossible to imagine only three years ago. The reasons, however, were not merely humanitarian nor the result of the development of International Law in such a sensitive and delicate area.

As a negotiator, and even rapporteur in different stages of the negotiation of the two pacts, I see in their genesis a trigger and a fear. The trigger was the Syrian crisis that proved to European countries the impossibility of managing it individually, making evident the need for strategic regional and global partnerships. The fear, on the other hand, was the “risk” that for many states (or all) represented the possibility of having to grant to every person in mobility coming from that and other crises, the same protection that they are obliged to give to refugees. The “solution” proposed by the New York Declaration of 2016 was, therefore, the adoption of two separate and independent pacts, which allows, in simple words, that whoever does not fit in the specific refugee category, in accordance with the Convention of 1951 and the Protocol of 1967, is automatically considered a migrant; that is, a

person exempt from the right to international protection.

The Global Compact for Migrants (Pact for a Regular, Safe and Orderly Migration), puts in the same bag every person in mobility, who has not been classified as a refugee, without differentiating conditions of vulnerability, which are sometimes as, or even more, serious than those of a refugee. It does not recognize, in addition, that all mass movements of people, such as the Syrian one, are composed of mixed flows, in which there are too many shades of gray between the criterion of what is (or should be) a migrant and a refugee; and, of course, it does not even mention internal migrants, who in certain situations require greater international protection, than those who have managed to cross borders.

In other words, the two compacts do not complement each other, as they have been presented. It simply leaves many human beings outside; and, being objective, as the title of the Compact for Migrants details, it does not really face “the great elephant that we have inside the room” and that no one wants to talk about, which is irregular migration. Accepting the gigantic step



A view of the main gate of the venue for the Intergovernmental Conference on the Global Compact for Migration. The Conference, taking place in Marrakech, Morocco, 10-11 December, was convened under the auspices of the United Nations General Assembly.

taken with the two compacts, but maintaining a constructive criticism that can help to continue the discussion, we can say that the adoption of the two separate and independent compacts does precisely the opposite to what the 2030 Agenda of the United Nations, in which the New York Declaration and the two covenants are based requested: Do not leave anyone behind.

The pacts were adopted, and in 2019 we will see their first implementation. They contain actionable commitments and definitions that, not being legally binding, keep the doors open to continue discussing the great gaps left. In fact, it has been recognized that the compacts are not an end, but a beginning. The obvious question then is: Where and how can this important multilateral progress continue to be discussed and developed? And, above all, what is the necessary bridge between the two compacts? A bridge that links them and allows us to move towards a greater inclusion of human beings in need of protection, which is increasing, and every time originated by new and greater causes, such as natural disasters or simple desertification (climate change). The answer is that the only bridge available at the moment is the

Global Forum on Migration and Development, of which the Chairmanship has just been assumed by Ecuador. For 11 years, the Forum has been a space and at the same time a process to carry out informal, inter-governmental, non-binding discussions, open to all Member States and observers of the United Nations, plus civil society, the private sector and other actors. The extraordinary responsibility that Ecuador has now, however, is that this year, at the express request of three operative paragraphs of the Migration Pact, the Forum will have a new role: it will facilitate its implementation, as the space to identify strategic partnerships that are required and, if Ecuador decides so, it will also be linking the Migrant Global Compact with the Refugee Global Compact. A bridge that allows to make more inclusive the protection that every human being in mobility may need, regardless of the conditions or the moment in which that need was generated. We trust the Ecuadorian Diplomacy will succeed in this complex task. ■

¹ Ambassador Cabrera-Hidalgo MPA, PhDc is former Vice-Minister of Migration and Undersecretary for Multilateral Affairs of Ecuador. Until 2018 he was Deputy Permanent Representative to the UN in Geneva. However, the views expressed in this article do not necessarily represent the official position of the Ecuadorian Government.



COMPTOIR IMMOBILIER

GENÈVE · NYON · LAUSANNE · MONTREUX · MONTHEY · SION · SIERRE

■ RÉGISSEURS DEPUIS 1825 ■

GRAND-SACONNEX (GE)



CHARMING 3 ROOMS

Bright / 5th floor / 75 sqm PPE / Living room / Kitchen / Bedroom / Bathroom / Balcony 8 sqm / Cellar / Close to the international organizations, shops and transports.

CHF 795'000.- (Ref. 30050)

Eric Fino, fino@comptoir-immo.ch
Tél. +41 (0)22 319 88 05

BELLEVUE (GE)



BEAUTIFUL 4 ROOMS

Rustic building / Living room / Fully equipped kitchen / 2 bedrooms / 2 bathrooms / Balcony / Cellar / Outside parking to add.

CHF 970'000.- (Ref. 30009)

Olivier Grillet, ogrillet@comptoir-immo.ch
Tél. +41 (0)22 319 89 57

VERSOIX (GE)



4 ROOMS WITH ALPS AND PARK VIEW

Quiet and bright / 89 sqm / Entrance hall / Living room / Kitchen / 2 bedrooms / Bathroom / Balcony / Cellar / Close to transports, shops and schools.

CHF 850'000.- (Ref. 30106)

Nathalie Assir, assir@comptoir-immo.ch
Tél. +41 (0)22 319 89 19

BLONAY (VD)



IDEAL FOR INVESTMENTS

Quiet area / 2 rooms appartement / 54 sqm PPE / 11 sqm balcony / Cellar / 1 inside parking space.

CHF 450'000.- (Ref. 30450)

Geneviève Iglesias, iglesias@comptoir-immo.ch
Tél. +41 (0)21 313 23 70

CHEXBRES (VD)



LOVELY 3.5 ROOMS APPARTEMENT

104 sqm PPE / View on the lake and the Alps / Spacious living room / Balcony / 1 masterbedroom / 2 parking spaces / Close to transports and shops.

CHF 850'000.- (Ref. 30487)

Geneviève Iglesias, iglesias@comptoir-immo.ch
Tél. +41 (0)21 313 23 70

MONTREUX (VD)



EXCLUSIVITY – 4.5 ROOMS VILLA

Villa on 3 floors / Fantastic view / Bright / Living room / Chimney / 2 large terraces / 3 bedrooms / Possibility to create an extra bedroom / 1 garage / 1 covered parking space.

CHF 1'250'000.- (Ref. 30576)

Geneviève Iglesias, iglesias@comptoir-immo.ch
Tél. +41 (0)21 313 23 70

NENDAZ (VS)



LUXURIOUS PROPERTY BORDERING THE SKI RUN

510 sqm chalet / 7 bedrooms with private bathroom / Cinema lounge / Fitness room and sauna / Outdoor swim spa / Panoramic view of the valley and the Alps.

Price on request (Ref. 30066)

Benoît Dorsaz, dorsaz@comptoir-immo.ch
Tél. +41 (0) 27 345 23 08

VERBIER (VS)



IN THE HEART OF THE ALPS

Beautiful promotion / 3 chalets from 124m² onwards / Traditional architecture with modern comfort / Beautiful view on the Valley / Primary residence or secondary home.

Start at CHF 910'000.-

Benoît Dorsaz, dorsaz@comptoir-immo.ch
Tél. +41 (0) 27 345 23 08

CRANS - MONTANA (VS)



5.5 ROOMS APPARTEMENT

194 sqm - Contemporary design and mountain style / Spacious rooms / Few minutes away from the ski-runs.

Price on request (Ref. 27643)

Benoît Dorsaz, dorsaz@comptoir-immo.ch
Tél. +41 (0) 27 345 23 08



REAL ESTATE COMPANIES OF THE WORLD



Cours de Rive 7 - CP 3753 - 1211 Genève 3
022 319 89 89
www.comptoir-immo.ch



Aux racines de l'exode

Sécurité alimentaire, conflits et migration internationale

Ces dernières années, le nombre de migrants internationaux a connu une forte augmentation, atteignant 244 millions de personnes au total en 2015.



Opération de distribution de denrées alimentaires du PAM à Bentiu, Soudan du Sud.

LE PROGRAMME ALIMENTAIRE MONDIAL (PAM)

Le nombre de personnes déplacées contre leur gré a, lui aussi, atteint un niveau record, avec 65,3 millions de personnes dans le monde fin 2015 (y compris les réfugiés, les personnes déplacées à l'intérieur de leur propre pays et les demandeurs d'asile). Pour autant, si les chiffres en valeur absolue ont augmenté depuis 15 ans, la proportion de migrants dans la population mondiale totale est demeurée stable, autour de trois pour cent.

La majorité des migrants restent sur leur continent – près de neuf migrants africains sur

dix s'installent sur le continent africain, tandis que huit migrants asiatiques sur dix restent en Asie.

Le problème du déplacement forcé se pose essentiellement hors des économies florissantes : neuf réfugiés sur dix sont accueillis dans des pays à faible revenu et à revenu intermédiaire. En sa qualité d'acteur international de la lutte contre l'insécurité alimentaire parmi les réfugiés et les autres migrants, le Programme alimentaire mondial (PAM) a entrepris une étude pour déterminer le rôle de la sécurité alimentaire dans la migration transfrontalière.

Compte tenu de la pénurie de données sur le sujet, les auteurs ont cherché à répondre aux questions suivantes : qu'est-ce qui pousse les gens à partir de chez eux ? Quel rôle joue l'insécurité alimentaire dans la migration ? Ces facteurs sont-ils communs à tous les migrants internationaux, ou certaines populations de migrants partent-elles de chez elles pour des raisons profondes qui leur sont propres ?

Le PAM a organisé des discussions de groupe avec des migrants originaires de dix pays, en Grèce, en Italie, en Jordanie, en Turquie et au Liban. Ces discussions ont

permis de recueillir des témoignages directs sur le processus de prise de décisions prédisant au départ, et procuré des informations précieuses sur la situation dans les pays d'origine, les éléments déclencheurs de la migration, les itinéraires empruntés et les intentions futures. Pour vérifier les données réunies lors des discussions de groupe, le PAM a mené des enquêtes téléphoniques auprès de ménages de réfugiés en Jordanie, au Liban et en Turquie.

Les participants à l'étude comprenaient des migrants d'Afrique de l'Est, d'Afrique de l'Ouest, d'Asie et du

Moyen-Orient, provenant principalement des pays suivants: Afghanistan, Bangladesh, Gambie, Iraq, Nigéria, Sénégal, Soudan et Syrie.

Principales constatations et conclusions

Le moteur initial de la migration peut varier selon les populations, les pays et les contextes, mais les migrants cherchent généralement à atteindre le même objectif fondamental, à savoir accéder à la sécurité et à des conditions de vie adéquates pour eux-mêmes et leur famille.

Ainsi, tous les Syriens ou presque participant à l'étude ont clairement affirmé leur désir de retourner en Syrie si la situation se stabilisait et la sécurité revenait.

L'étude du PAM a permis de constater que les pays où les niveaux d'insécurité alimentaire sont les plus élevés et où

sevit un conflit armé sont ceux où l'émigration de réfugiés est la plus forte. En outre, conjuguée à la pauvreté, l'insécurité alimentaire accroît les risques de conflits armés et l'intensité de ces conflits, ce qui a des conséquences évidentes sur les départs de réfugiés.

Le PAM estime que le nombre de départs de réfugiés pour 1000 habitants augmente de 0,4 pour cent par année supplémentaire de conflit, et de 1,9 pour cent par point de pourcentage supplémentaire du taux d'insécurité alimentaire.

La migration aggrave l'insécurité alimentaire

L'insécurité alimentaire est aussi apparue comme un déterminant majeur de l'incidence et de l'intensité des conflits armés. Il a été constaté que l'insécurité alimentaire était un «facteur d'incitation» à la migration internationale,

parallèlement à l'inégalité des revenus, à l'accroissement de la population et à l'existence de réseaux établis à l'étranger. De plus, l'acte de migration en lui-même peut être une source d'insécurité alimentaire, en raison du manque de possibilités de revenus et des difficultés rencontrées en chemin, problèmes auxquels s'ajoute le coût parfois écrasant du transit.

Dès lors qu'un migrant a entamé son périple, la sécurité alimentaire et la sécurité économique sont des facteurs importants dans sa décision de poursuivre sa route ou de s'installer au premier endroit relativement sûr. La poursuite du périple est motivée par un désir commun de retrouver la stabilité et des moyens d'existence sûrs. Ce point a des implications évidentes pour les responsables de l'élaboration des politiques qui cherchent

à endiguer les traversées terrestres ou maritimes périlleuses que nombre de migrants sont obligés de tenter.

Environ la moitié des Syriens résidant en Jordanie et au Liban ont exprimé le souhait de partir dans un autre pays en raison de l'absence de perspectives économiques et du faible niveau d'assistance fournie.

En Turquie, toutefois, où les conditions étaient jugées plus favorables, seul un quart des Syriens envisageaient de quitter le pays. Les migrants ayant séjourné en Libye ont décrit une situation particulièrement sombre et des conditions difficiles, qui ont poussé beaucoup d'entre eux à poursuivre leur route.

Parmi les migrants originaires du Bangladesh, d'Afrique de l'Est et d'Afrique de l'Ouest, l'insécurité alimentaire et les



September 2019 - June 2020
meig@unige.ch - www.meig.ch



Better Knowledge
Better Skills
Better Governance

Take over an executive function in an international environment!

- ▶ A unique learning experience at the University of Geneva in cooperation with the United Nations Office at Geneva
- ▶ A programme designed for graduates and professionals
- ▶ 8 modules | 3 days a week | internship, professional project or Master's thesis
- ▶ Programme to be achieved in 1 or 2 years
- ▶ Possibility to participate in individual modules





Le PAM distribue de la nourriture aux victimes des inondations au Pakistan.



Une famille afghane achemine les denrées alimentaires du PAM chez elle.

contraintes de ressources ont été les principaux facteurs de l'émigration, alors que pour ceux d'origine afghane ou syrienne, l'élément déclencheur a été le manque de sécurité. De nombreux Afghans et Syriens ont indiqué que le conflit prolongé avait détruit les possibilités d'emploi et l'accès aux marchés, ce qui avait entraîné des ruptures d'approvisionnement. L'insécurité alimentaire est une cause indirecte d'émigration au départ de l'Afghanistan et de la Syrie.

Les déplacements antérieurs sont un facteur clé de l'émigration

L'analyse quantitative a fait apparaître que la migration précédente était l'un des déterminants clés des nouveaux départs, ce qui peut s'expliquer par la constitution de réseaux de migrants. La migration internationale est devenue une stratégie ordinaire de survie pour les Afghans victimes

d'une succession de guerres, de conflits internes et de catastrophes naturelles récurrentes, en particulier de sécheresses. Nombreux sont ceux qui ont noué des liens étroits en Iran et au Pakistan.

Les familles voyagent souvent ensemble lorsque la migration est due à un conflit

L'étude a révélé que la motivation de la migration pouvait influencer sur la taille de la famille ou du groupe décidant de partir. Ainsi, le PAM a constaté que les migrants qui fuient un conflit le font généralement en famille.

À l'arrivée sur un lieu où une sécurité relative est assurée, ils décident de rester ou parfois d'envoyer l'un des membres de la famille (habituellement un homme jeune) en éclaireur en quête d'une destination finale où ils pourront se retrouver et rechercher un lieu de résidence à plus long terme.

À l'inverse, les migrants qui partent avant tout pour des raisons économiques (là encore, souvent des hommes jeunes), migrent le plus souvent seuls sans que les autres membres de la famille aient l'intention de le suivre.

L'utilisation des nouvelles technologies et des médias sociaux a révolutionné les flux d'information

Point important, l'étude a fait apparaître que les migrants ont accès aux médias sociaux et aux technologies mobiles, et que l'utilisation de ces technologies a révolutionné la circulation de l'information. Elle procure aux migrants des informations précises en temps réel, qui leur permettent de prendre de meilleures décisions concernant les itinéraires à emprunter et d'autres aspects de leur voyage.

Au vu de l'augmentation sans précédent de ces déplacements

depuis quelques années, les auteurs soulignent qu'il est nécessaire de prévenir les conflits et d'investir dans la sécurité alimentaire sur le lieu d'origine des populations concernées ou à proximité. Cette approche peut éviter d'autres déplacements, en réduisant le nombre de migrants contraints de poursuivre leur périple, aboutir à des interventions humanitaires moins coûteuses et procurer des avantages socioéconomiques supérieurs à long terme. ■

A Global Compact for Safe, Orderly and Regular Migration

LOUISE ARBOUR, SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL FOR INTERNATIONAL MIGRATION

Over 160 governments from every corner of the world have come together here in Marrakech and unanimously adopted the Global Compact for Safe, Orderly and Regular Migration. In doing so, governments committed to a global migration framework based on facts not myths, a framework that protects their national interests and in fact advances them through better cooperation. As its title makes clear, the Compact is designed to enhance safety and order in migration management, and reduce recourse to dangerous, chaotic migratory routes. It seeks to maximize all the benefits of human mobility and mitigate its challenges. This framework also reinforces, unambiguously, the fundamental principle that migrants everywhere should be treated with dignity and fairness. The overwhelming support of the international community for this Compact is also the expression of multilateralism at its best.



Secretary-General António Guterres (centre) hosts a coupe de Champagne to celebrate the achievements in relation to the Global Compact for Migration for Louise Arbour (centre right), Special Representative of the Secretary-General for International Migration, and the International Migration Team. New York.

© UN photo/Evan Schneider

Over 2,000 people attended this conference – including government officials, representatives of business, labour unions, civil society, mayors and many others who have a vital role to play in ensuring that migration is managed in a manner that brings benefits for all – for host countries and communities, for countries of origin and for migrants – while ensuring protection for those most vulnerable.

To those who are still sceptical about this Compact, I urge you to read it carefully and of course form your own opinion. In doing so, listen to the Secretary-General's dispelling of the myths about the Compact. It is not correct to suggest that this Compact imposes obligations

on Member States and infringes on their sovereignty. It does nothing of the sort, and it is not binding, as a treaty would be. It does not create a right to migrate. Under international human rights law, citizens of a country have the right to enter, stay and leave their country but they don't have a right to go anywhere else unless they seek asylum, or are authorized by another country to enter its territory. Developed countries are not operating as a charity when they invite immigration.

For the most part, they fulfil economic needs in adding to their work force. And when countries open their door not only to refugees, as they must, but to desperate people seeking

assistance, whether temporarily or more permanently, these states should be assisted and celebrated, as they make the world a better place for all of us. Finally, allow me to express the United Nations' sincere gratitude to the Kingdom of Morocco for its outstanding hospitality and for enabling us to have this historic moment for migration and multilateralism here in Marrakech.

We leave Marrakech full of energy and conviction. With the Global Compact, we have an opportunity to embark on a new phase of cooperation on migration. The UN, through a new collaborative UN Migration network, is ready to work with all countries and all stakeholders to take forward this Compact. ■



Vous vous sentirez comme chez vous

Location d'appartements meublés

Make yourself at home

Rental furnished apartments

homehome
Sweet

23, rue Merle d'Aubigné
CH - 1207 Genève
Tél. +41 22 736 93 56
www.homesweethome.ch
info@homesweethome.ch

The negotiating process of the 2030 agenda¹

Part 2 of 3: overcoming controversies in negotiations

The transformational potential of the 2030 Agenda and its resonance, in all parts of our troubled world, could not have been achieved without a transformational negotiating process. This is its story in three parts.



Mr. Nikhil Seth, Assistant Secretary-General, Executive Director of the United Nations Institute for Training and Research (UNITAR)

came up with 12 goals) and the Sustainable Development Solutions Network (championing 10 goals). Members from these two processes argued that 17 goals was taking the SDGs into an incomprehensible zone. The only sensible solution, in their view, would be a severe culling of the total number of Goals. The then UK Prime Minister, the then Administrator of UNDP, and the Head of The Earth Institute were among the many champions of this viewpoint.

NIKHIL SETH, EXECUTIVE DIRECTOR, UNITAR²

The political process for negotiating the 2030 Agenda had two distinct phases. In this edition, you will read about the second part of the first phase, which was the work of the Open Working Group (OWG), mandated by the outcome of the Rio+20 Conference (the OWG met from March 2013 – July 2014). The second phase was the Intergovernmental Negotiations in the General Assembly (January – July 2015) and will be covered in the upcoming March edition of *UN Special*.

Overcoming controversies

During the entire process, the Open Working Group and the intergovernmental negotiations, controversies and contentious issues came in waves. Some were large, threatening to engulf everything, while others came as smaller ripples which were minor irritants, at best. Let me give you a flavour of some “contentious issues” during the first phase of negotiation.

The first controversy – do we really need a new agenda?

At the early stages of the process an inordinate amount of time, especially outside the conference rooms, was spent on debating the issue on whether the world really needed a new SDG agenda or would an MDG+ agenda (MDG plus) be sufficient. Developing countries, especially from Africa, were arguing that the MDGs were still “unfinished business”. Moreover, the ODA and concessional financing systems had put structures into place using the MDG blueprint. Did the Rio+20 issue areas provide a sensible basis for looking at the development needs of the poorest countries? Would bringing in many more “environmental” issues lead to greater conditionalities in aid and trade? Would it lead to a different country direction of aid? What would this do to our traditional understanding of North – South relations? Would the MDGs be lost forever?

Many of the field-oriented agencies, like UNDP, were arguing

that their country programming was around the MDGs and with the shift would come major disruption. But the inadequacies of the MDG framework were apparent. They were qualitatively inadequate, not comprehensive and derived from UN outcomes of the early 90s. The environmental additions to the MDGs appeared to be an afterthought. Over time, in the OWG this controversy dissipated as it became clear that the heart of the SDGs would in fact be the MDGs (captured in SDG1 – 6). Calming the fears and apprehensions around the MDGs vs. SDGs debate was necessary for the political acceptance of a broader, and richer, interlinked framework (2030 Agenda).

The second controversy – how many goals?

The second controversy, more a storm in a tea cup, was around the number of goals which should be part of the SDG framework. In part this debate was fuelled by the report of the SG’s High Level Panel on the post 2015 Development Agenda (which

But in the negotiating process, any attempt to remove or merge SDGs was met by stiff resistance: merging the stand-alone goal on Oceans was strongly opposed by the Small Island Developing States, merging the goal on inequalities was strongly opposed by the developing countries. In retrospect however, this area of contention seems trivial but at that time it loomed as a major disruptor of the process.

The third controversy – sexual and reproductive health and rights

Until the end of the process, getting agreement on the cluster issues around “sexual and reproductive health and rights” was problematic. At Rio+20 too, these issues had created a great deal of dissonance and a sense of frustration. Religion, culture, values, moral beliefs, the Holy See, LGBT rights, the pro-choice / pro-life debates were all part of the heated and toxic discussions on how to reflect, especially on the health issue SDG,

“sexual and reproductive health and rights”. The final text dropped the word “rights” on the judgement of the co-chairs and it survived as target 3.7.

The fourth controversy – a goal on peace

SDG 16, on promoting peaceful and inclusive societies, was another difficult insertion into the SDG framework. The UN System Task Team report had strongly argued for the inclusion of peace, justice and good institutions as part of the 2030 Agenda. Developing countries had mixed views. While the principle of “no peace without sustainable development” and no “sustainable development without peace” was self-evident, some larger developing countries argued that the architecture of the peace apparatus in the UN, including the Security Council and Peacebuilding Support Office was separated from the development architecture by an iron wall. The post 2015 discussions were not looking at the reform of the UN in a holistic way, and inserting peace and related issues would distract from a development agenda.

Some countries emerging from conflict on the other hand argued that peace was essential to sustainable and inclusive development. Developed countries, especially UK, Austria and others were arguing

for two stand-alone goals, one on peace and stability and the other on good governance, rule of law and effective institutions. However, with some give and take, trade-offs and linkages with other goals of interest for the developing countries, a goal was finally agreed, which is SDG 16.

The fifth controversy – a goal on climate change

Climate Change has its impacts on the entire SDG framework, but parallel discussions were taking place in the run up to the Paris COP (Conference of Parties). Everyone accepted COP21 as the primary negotiating forum on all matters related to Climate Change, but a SDG without Climate Change was Hamlet without the Prince of Denmark. The goal survived, although with a footnote acknowledging the UNFCCC process as the primary place for all matters related to Climate Change.

The sixth controversy – Inequalities

The issue of a stand-alone goal on inequalities created a minor storm. Countries from Latin America, led by Brazil, argued very eloquently and strongly for a goal on reducing inequalities within and between countries. Developed countries, especially the United States argued against a stand-alone goal and said that by addressing access issues in

the other goals, inequality was being, in any case, addressed meaningfully. Apart from ideological differences, defining targets for this goal was problematic as they needed to address fiscal policy, including tax policy, as well as the older debates on North-South issues. Ultimately though, the goal survived with a clear set of accompanying targets.

The seventh controversy – sustainable consumption and production

The discussions on sustainable consumption and production, were driven by the legacy of the UN’s negotiating history. As far back as 1992, President Bush had publicly stated that American lifestyles were not under negotiation. Developed countries have always been wary of this issue. But this goal was central to the universality of the SDG Agenda and the urgent need for creating the environmental space for the developing countries to grow and for shared prosperity. It was finally accepted with some trade-offs with other goals, especially SDG 16.

The eighth controversy – Goal 17 on Means of Implementation

The final difficulty to which I make a cross reference is to goal 17, on the Means of Implementation. Discussions around aid, trade, technology and finance are always difficult in the UN.

Concessionally in non-market transactions between states have always evoked high emotions. The 0.7% of ODA/GNI target to developing countries has often been the last issue to be resolved in negotiations in the UN.

Fortunately, the SDG on Means of Implementation and the associated targets were put in the initial drafts and the Financing for Development Conference in Addis Ababa helped take the storm away. By focusing on strengthened partnerships and data, disaggregated by gender, age, race, ethnicity, migratory status, disability and location, this goal has added great value to the implementation of the agenda. ■

The completion of the work of the Open Working Group on July 2014 marked the end of the Phase I which was exhausting and exhilarating. Sixteen months had ended with an agreement on goals and most targets. But many questions remained, and the 2030 Agenda had still to be negotiated. Here we entered the next phase, which defined the post 2015 development agenda. I invite you to read about it in the upcoming March edition of UN Special.

- 1 I am indebted to Macharia Kamau, Pamela Charik and David O’Connor and their book “Transforming Multilateral Diplomacy: The inside story of the Sustainable Development Goals”. I have drawn extensively from this accurate record.
- 2 Mr. Seth had a ringside seat both as the head of the UN Secretariat for the Rio+20 process, where the seeds of the 2030 Agenda and the SDGs were sown, and head of the DESA support team to the intergovernmental process for the negotiation of the 2030 Agenda.



DCM Innov8 – The Future of Conferencing

SARAH JORDAN, DEPUTY EDITOR, WITH CONTRIBUTIONS FROM LISA CAMPBELL, PROGRAMME MANAGEMENT OFFICER AND PATRICIA ALMEIDA, CHIEF, SPANISH TEXT PROCESSING UNIT

The United Nations Office at Geneva hosts one of the major conference centres in the world. It is a key platform for international dialogue and diplomacy. The Division of Conference Management (DCM) facilitates discussions and conferences and provides high-quality services, both logistically and substantively. In this interview, DCM Director, Ms. Corinne Momal-Vanian, describes how her staff are innovating and adapting their work to the demands of the 4th industrial revolution.

Sarah Jordan: Why is innovation important for the future of conferencing?

Corinne Momal-Vanian: For several reasons. Conference services and administration are probably the two main areas most affected by technological development. Umoja has brought huge changes to administrative processes. At DCM, we have profoundly changed our processes too. In both the public and private sectors, great strides are being made in computer-assisted translation and even interpretation, so conference management is not an area in which we can sit still. The world is moving very fast and we need to become an example for innovation in conference management. We cannot afford to be just a part of the movement; we must lead it.

Sarah Jordan: How are you adapting to or leading technology?

The area of translation and languages in general is a key incubator for artificial intelligence (AI) and machine learning. Our translators want to be part of this movement. In conference services, we produce a lot of data that goes into various IT systems. Member states want us to use this data to analyse and optimize the work we do and plan ahead so that we can deploy resources more effectively. Faced with budget restrictions – in 2020, a probable reduction of 2.5% – this is even more important. I hate the saying “you’re going to have to do more with less”, but it is a fact of life. If we want to find ways of doing things with fewer resources, then we have to change. At DCM, there are many

specialists, both P and G staff, who are very good at what they do. Innovation is a way of overcoming the frustrations and tensions that can build up over time and of motivating people to think about their jobs in new ways. DCM, with 600 people, is bigger than many agencies and it is easy for people to stay in their silos. Our challenge is to break them and connect people.

Sarah Jordan: How are you encouraging such connections?

Inspired by the methods of the Rapid Results Institute, we implemented a 100-day challenge – a cross-functional team of volunteers were tasked with coming up with ideas in a limited timeframe on how to make sure that technology and innovations are known to DCM and fully integrated into its strategy. I also hoped the process would demystify technology, which so many people fear. At the UN, we often take way too long to do things and people get lost in the process. With a much shorter timeframe, people deliver – particularly in a flat, non-hierarchical structure. This first challenge was voluntary, with a half-day release. The proposal they brought me was to set up an innovation team – so we did! In the newly created innovation team, members have one full day per week, but in both instances, participants have shown themselves willing to invest their personal time too.

Sarah Jordan: So you are embracing a design-thinking kind of mentality in which trial and error are allowed?

Yes, I have been greatly influenced by the training I received on innovation and design thinking. If you invest 100 days in something that fails, it is not the end of the world. After two years on a project, though, it is embarrassing to admit you have wasted your time and the Organization’s resources. In lightening up and speeding up the system, we all stand to gain.

Sarah Jordan: And so this first 100-day challenge led to the creation of Innov8...

Does the number 8 have a particular significance?

Lisa Campbell: We wanted to be democratic from the outset so we brainstormed ideas for a name and our guiding principles. We all agreed to Innov8, but, in fact,

the 8 is not a number, but the symbol for infinity – ideas do not stop!

Corinne Momal-Vanian: I am thinking of expanding the team from six to eight though. It was set up in July 2018 and includes people from all four sections plus the executive office, so five entities in all... and I tried to have a balance between GS and P staff.

Sarah Jordan: What is planned for the next 100 days?

A lot! The Innov8 team is in place. We have converted a disused office into an innovation room – conducive to brainstorming. Team members have been on fact-finding missions or to conferences, checking out what is happening in other places. They are sharing knowledge on platforms, including a website and Yammer. They are reporting back in person too at the Knowledge and Learning Commons in the Library, and in the innovation room. All this finding, assessing and presenting has already resulted in concrete proposals for innovative projects, for example using human-centred design to assess the needs of our clients. We always assume that we know best – but we can learn a lot from listening to our clients tell us about their experiences.

Lisa Campbell: How can innovation enhance the conferencing client’s experience?

We must not forget that our clients can get services from others and compare. Would they like new or additional services? We need to have meaningful exchanges. Surveys are important, but we have also experimented with pop-up interviews and an interactive workshop.

Patricia Almeida: could we not also better satisfy client needs through doing things differently than before?

Yes of course. It is not because we have done something in a certain way for 50 years that we cannot try something new. Patricia, you have been quite provocative in your proposals concerning the presentation of documents – your expert area. Just because the General Assembly proposed something does not mean that it has to be set in stone for 200 years! Member states

are eager for us to suggest new things and we should take advantage of this.

Sarah Jordan: What are your priority focus areas?

Well, client needs are a priority as I have said, but communicating within the division and beyond about innovation is very important too. The last thing we want is an innovation ghetto! A newsletter, the website and our presentations, articles in *UN Special* like this and other targeted outreach all contribute to this. This is just the beginning!

We are not the only ones in the Secretariat and in the UN system talking about change and making it happen... At UNOG, the Director-General has launched the SDG Lab and Perception Change Project. There is also the UN Innovation Network, which allows an exchange of ideas and resources through a website, webinars and links. It is an informal network and informal is an important word. Resources and structure are necessary, but innovation needs to be organic. Some agencies are well ahead of others on this and it is not a question of budgets but of imperatives and immediate needs. The World Food Programme has to feed people so they find ways to do it. In the field, needs must. Rapid responses can mean less micro-management and more leeway for innovation. The Secretary-General has said he will delegate more authority to managers, which will surely encourage innovative thinking!

Sarah Jordan: Do you have a message for those reluctant to change?

It is a human trait to like a known environment, but change does not diminish well-being. On the contrary. My message is that we need to learn. For example, I have heard an Ambassador say we do not need interpreters anymore and that a machine can do it. In such instances, we need to know the reality of innovations and possess the knowledge to counter misconceptions. We need to empower ourselves to leverage technology rather than submit to it – forewarned is forearmed.

The UN serves as a model to many. In the language field and in conference management, we are the benchmark and we must remain the benchmark. To do this, we have to learn, to catch up. The general trend is towards more globalization and international trade and the need for translation is

therefore increasing. The future of translation is not bleak, it is just different.

Lisa Campbell: What do you have to say to managers about how to empower their staff to innovate?

In the first 100-day challenge, I saw that talent and knowledge lie in unexpected places. DCM needs to take the time to speak to its knowledgeable, creative and passionate staff, to draw them out so that they step out of the shadows. The role of managers is to give them a safe space or a safe time in which to express themselves. We have a very hierarchical structure where ideas come from the top and trickle down. I think most ideas should come from the incredible expert knowledge we have at the bottom. Managers have to find ways to generate such ideas, assess them for feasibility and then make informed decisions. At the UN, we publish a post and get 300 candidates. We recruit *la crème de la crème* and when they arrive, we do not listen to them. If they have ideas, they need to have their space. It's OK to speak up in a meeting and this is precisely what Director-General Michael Møller said at the end-of-year Townhall. There are going to be many more such



Corinne Momal-Vanien, Director of the Division of Conference Management (DCM) (second from right), with members of the Innov8 team

meetings in the future. The DG has been pushing this approach for five years now, but the UN is a big machine and it takes time to overcome the inertia. The Organization is bubbling with change right now and in 2019, this will become more and more apparent. In the spirit of Innov8 – I invite *UN Special* readers to share their comments, suggestions or proposals by posting to this link: dcminnov8@un.org or visiting us in the innovation room, A.598. ■

For more information:

Join us on Yammer: DCM Innov8

Visit us at: <http://conf.unog.un.org/innov8/>

ACCOR HOTELS
Feel Welcome

**17 hotels
from economic
to upscale**

Scan our QR code
to discover us!

**40 YEARS OF
BESPOKE
TAILORING**

For over 40 years we have tailored bespoke suits and shirts for the men and women of Geneva.

Tailor that perfectly fitting suit from a selection of over 10,000 fabrics and a minimum of two fittings.

20% OFF FOR FEBRUARY 2019

RAJ MIRPURI 5ème étage 9 Place du Molard
1204 Geneva
BESPOKE CLOTHIERS T: 022 816 3780
since 1976 Geneva London Zurich
www.mirpuri.com



© UN Photo/Adam Kane

A new Client Support Centre at UNOG

UN Geneva has opened a Client Support Centre (CSC) in a modern, easily accessible facility which sets a new benchmark in service levels for the rest of the UN Secretariat to follow.

PRISCA CHAOUI, UNOG

UN Special met up with Daniela Wuerz, Project Officer, Division of Administration, who led the project team that established the CSC.

Daniela, can you explain the rationale behind the opening of the CSC?

Yes, the new Centre presents a significant opportunity for UN Geneva to demonstrate our client orientation.

The opening of the Centre is part of continuing efforts by UN Geneva to improve the quality of our administrative services to clients and to make things simpler for them.

Frequently used administrative services can now all be found in the same place. For example, administrative and logistical formalities for newcomers and departing staff can now be facilitated in one place, whereas before, staff members would have had to visit various offices at different locations, each with differing opening hours.

Why is the opening of the CSC so important to UN Geneva?

What we see here is a real example of what the SG Reform is trying to achieve. Among the over 1000 visitors that came to the Centre in the first couple of weeks was USG Jens Wandel, Special Advisor to the SG

on Reform, who said that it illustrated how UN Geneva was “driving innovation and quality delivery of services that meets client demands.” I think this could be the start of a continuing process of trialing new ideas and prototypes in Geneva, and rolling them out to the rest of the UN Secretariat.

What can clients expect?

Most importantly is easier access to all services. In answer to requests from clients we have extended the opening hours of all the services from 10 a.m.–4 p.m. daily.

We have installed a ticketing system for face-to-face visits, as well as adopting a uniform phone number and a simple web portal for the submission of online requests.

What has been the reaction of staff working at the CSC?

It’s still early days, but generally, staff working at the CSC are

happy with the new arrangements. The feedback from them is that they see the co-location as an opportunity to break down departmental barriers and silos as well as improving internal processes and communication for the benefit of the client. We are looking to work closely with them in the future to improve the quality of the services we provide.

What’s next for the CSC?

We are looking to add new services in the future. We are already using the Centre to offer information sessions for managers and staff. We are looking to provide staff working in the Centre with cross-assignments and customer service training too.

I know you are keen to recognize this as a cross-department effort

Yes, I want to thank a few very dedicated staff members, who worked tirelessly and went out of their way to make this



happen. In particular, Kate Juthaporn Viriyamettakul, Giovanni Pizzini, Thuta Phyto Hlaing and Darko Karlica. It's been a busy few months for all of us – but the feedback we have received from clients and the staff working in the CSC has made it all worth it.

How many clients do you service at the Client Support Centre?

The CSC handles an impressive volume of client requests.

For the period of 15 October to 31 December, we received about 6,450 visitors, handled about 4,500 phone calls and resolved about 700 online service requests from our portal.

And a final word?

If you haven't visited the Centre – go soon! With or without a question for the service team, you will be welcome to look around and see a little piece of our future made real.

“A good example of how a service centre should work... A global service centre thousands of miles away... will never be able to do the same”

– Genuine Client comment

“Bravo! A well-organized centre staffed by helpful, efficient, friendly people”

– Genuine Client comment

Come and visit us!

The Client Support Centre is located in the basement of the S Building in the Palais des Nations and provides the following services from 10 a.m. – 4 p.m. every weekday:

- Advice and assistance on all HR related questions, such as contract administration, entitlements, time management, salary, work attestations, Umoja Employee Self-Service, etc.
- Assistance with onboarding and separation
- Assistance with medical insurance issues (registration, insurance claims, etc.)
- Requesting diplomatic services, such as petrol cards, CD plates, VAT exemption etc.
- Requesting a Laissez-Passer, UN certificate, or UN family certificate.
- Requesting IT equipment (laptops, screens, etc.) and mobile phones
- Assistance with banking details, payroll and travel expense reports

- Assistance with pension fund matters (on Tuesday mornings)
- Issuance and renewal of personal and vehicle badges for staff by the Security and Safety Service

Can't visit us in person?

No problem. You can still access CSC services in the following ways:

1. By phone: Call us at +41 (0)22 917 9999 during opening hours.
2. On line: Any time, through our Portal <https://csc.unog.ch/> (for external clients, retired and active staff) or through iNeed Self-Service (ineedservice.un.org only available to active staff). For more information on how to use iNeed Self-Service, please visit the following link: <https://unite.un.org/sites/unite.un.org/files/docs/unite-self-service-quick-guide.pdf>. ■



DEVELOP YOUR MANAGERIAL AND LEADERSHIP SKILLS!

Our Executive Degrees in International Organizations Management provide first-class management tools and leadership skills through a cutting-edge and flexible curriculum

- Certificate (CAS) 6 modules | 18 ECTS
- Diploma (DAS) 10 modules | 30 ECTS
- Part-time MBA 24 modules | 90 ECTS

www.iomba.ch
iomba@unige.ch
 +41 (0)22 379 89 71

Build your own program over 1 to 3 years

GENEVA SCHOOL OF ECONOMICS AND MANAGEMENT



WOW!! GREAT SALES AT NOEL FURS!!

Noël FURS






1, place Claparède, GENEVE
 022 346 28 55 - www.noelfourrures.ch



Global Compact FOR Migration

The Global Compact for Safe, Orderly and Regular Migration was formally endorsed by the UN General Assembly on 19 December 2018 to cover "all dimensions of international migration in a holistic and comprehensive manner"

There are 23 objectives and commitments listed in the agreement, including:

-  Collecting and using accurate and anonymized data
-  Ensuring that all migrants have proof of identity
-  Encouraging cooperation between nations
-  Ensure access to basic services for migrants
-  Enhancing availability / flexibility for regular migration

It recognises the principles of national sovereignty and is non-binding under international law.



**258
MILLION**

The number of international migrants reached 258 million in 2017. An increase of 85 million since 2000.



48%
WOMEN



14% ARE BELOW
20 YEARS OLD

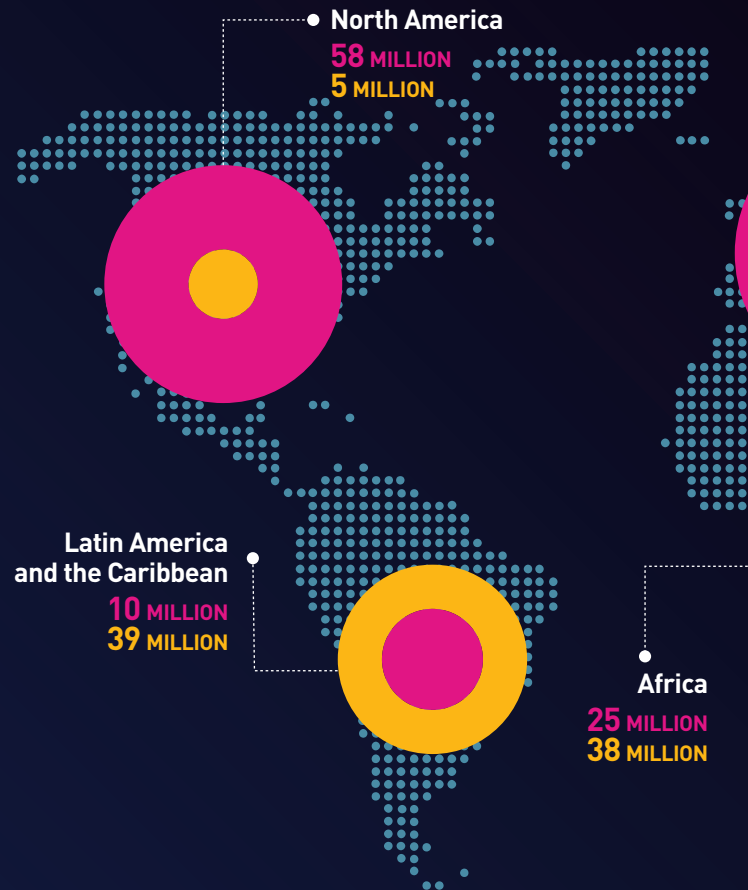
 **150.3
MILLION** MIGRANT WORKERS

 **124.8
MILLION** WOMEN

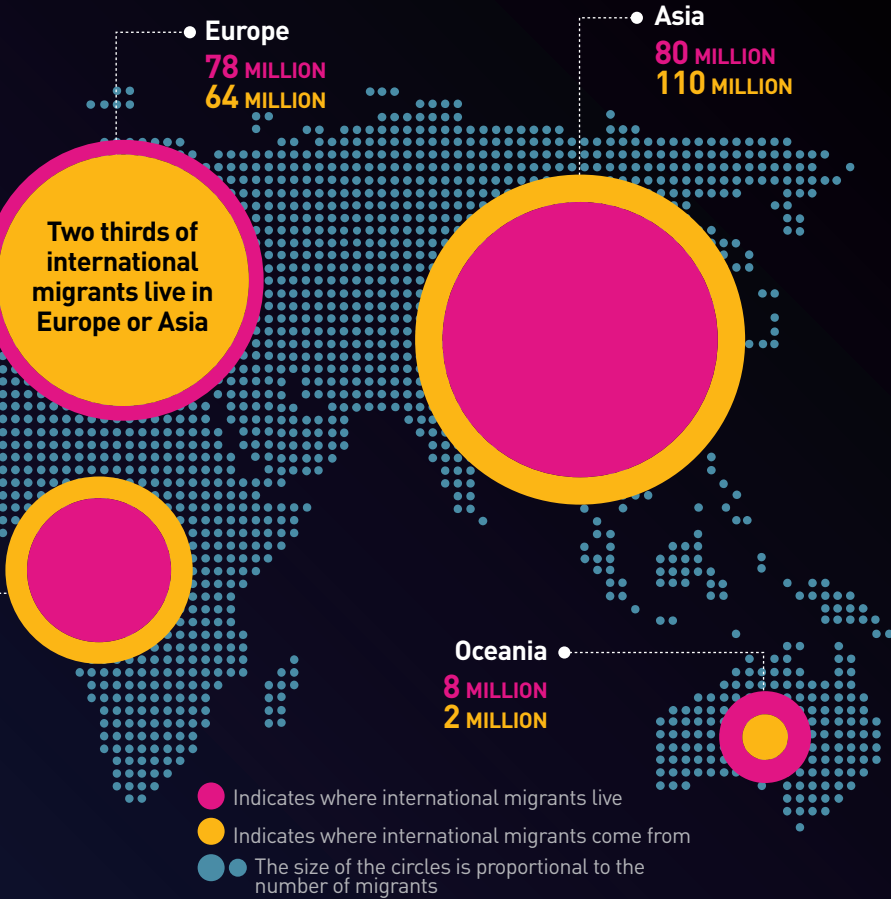
 **36.1
MILLION** CHILDREN

 **25.4
MILLION** REGISTERED REFUGEES

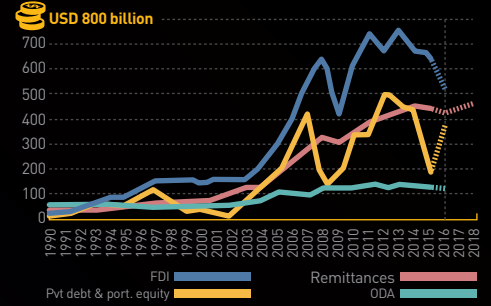
 **4.8
MILLION** INTERNATIONAL STUDENTS



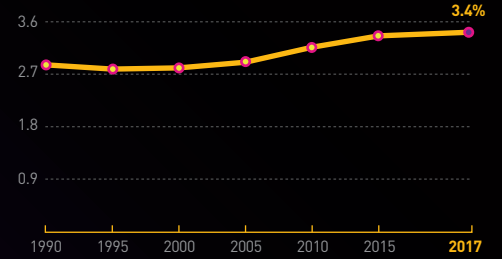
Number of migrants in the world



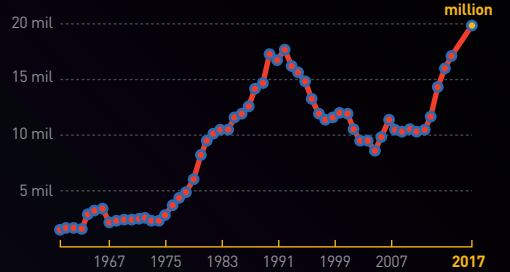
Growth of remittances (1990 - 2018)



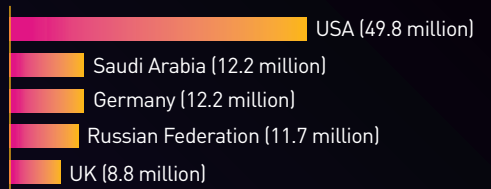
Growth of migration



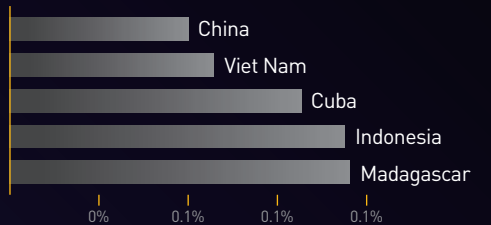
Growth of forced migration



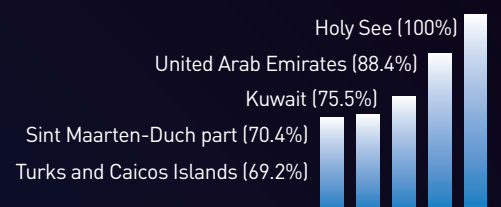
Countries with the highest number of migrants (total)



Countries with the lowest number of migrants (total)



Countries with the highest number of migrants (percentage of population)



Do you know what to do if you are under Investigation?¹

There are a number of reasons for an investigation against a staff member to be initiated, such as, allegations of harassment, fraud, theft, or engaging in any behavior that is prohibited by their organization.

RENUKA DHINAKARAN,²
GEMMA VESTAL,³ MARISSA KURAL⁴
AND ELENA PALMER⁵

Introduction

The objective of this article is to provide information on the general principles regarding the investigation process, and give advice to staff members who find themselves being investigated. It should be noted that if a staff member feels their rights have been violated by an individual or their organization, they have the right to file a complaint to start the investigation process.

Investigations can be commenced based on complaints filed by staff members or suo motto by the organization. Typically, it is the staff directly affected by a situation who files a complaint but, depending on how the internal procedures are drafted, it is possible for a bystander to file a complaint on behalf of another staff member. In such cases, the organization should be notified to set a meeting with the alleged victim. In some cases, an investigation may be initiated based on information available to the organization (such as during an audit) or discrepancies identified by HR or finance departments (such as claims).

Once an official complaint has been filed, internal investigators are appointed to carry out the case. They are required to send a notification of allegations, informing the staff member in question of the complaint and/or the cause for investigation, prior to the interview process.⁶ The investigation has, generally, two phases – a preliminary evaluation (to assess whether the allegations, if established, would amount to misconduct and a fact-finding phase (involving interviews of the defendant and all relevant parties). Once the investigation report is drawn up, the decision-maker (usually the head of the Organization) has to decide whether a disciplinary procedure should be commenced against the staff member or not.

Notification of Allegations

The notification of allegations is a detailed letter containing information concerning the accusations against an individual. It should state the exact allegations, when the accusation was made, the name of the investigator, and the name of the accuser (except under certain circumstances). Generally speaking, the accuser's name is not confidential, and therefore is an important detail in the notification of allegations.⁷

The notifications should provide sufficient information to enable the defendant to respond adequately. It should be noted that no full-fledged investigation can be commenced prior to notification of allegations.⁸

When a staff member receives a notification of allegations, shock and worry are very common reactions. It is recommended that, should the staff member feel ill, he or she should seek out help from the medical or welfare office (or a personal doctor, if necessary) to ensure that their health is not affected. They are advised to contact a staff representative for assistance. It is also advisable to retain counsel, at least to be informed about the process and how to handle it. It is highly recommended that the staff member officially requests for a copy of the organization's investigation manual and provide this manual to their legal counsel.

The investigator listed on the notification of allegations must disclose any possible conflicts of interest with the subject of the investigation. If a conflict of interest arises, remedial action must be taken to prevent any bias.⁹ The ILOAT has stated that organizations have a duty to provide a valid explanation if a staff member objects to their investigator, and an expression by the organization of confidence in the investigator is insufficient.¹⁰

It is also advised that prior to the investigation the staff member in question appoint a staff representative to assist them

throughout the investigation. A staff representative serves to help the individual under investigation, for instance, by providing support and helping take notes during the interview process.

The Interview

Following the notification of allegations, one of the first steps investigators take is to have an interview with the subject of the investigation. During the interview, the staff member is obligated to cooperate with the investigators. This however, should never extend to self-incrimination.

The ILOAT has held that the interviewed staff member has the right to legal advice from a lawyer or an attorney. However, legal representation during the interview is not permitted in the internal proceedings (in most organizations).¹¹ The ILOAT has also ruled that the accompanying staff member (for instance, a staff representative) is neither able to talk nor advise during the interview,¹² they may only take notes. Essentially, their role is one of an observer.

When being interviewed, if the staff member is not fluent in the language spoken, they are entitled to a request an interpreter because conducting an interview without one would be a violation of the staff member's due process rights.

The staff member should go to the interview well prepared on all the relevant facts that can be gathered based on the Notice of Allegations. If the staff member is not able to answer a question

(either due to insufficient memory or otherwise), it would be best to inform the investigators that a proper answer can be provided later after consulting relevant records.

During the interview, it is important to take note of the rhetoric used by the investigators, for example, how the questions are framed, as well as notes of everything mentioned during the meeting. These notes are admissible evidence (with probative value to be determined) in any future proceeding. During the informal sessions of the interview, it is recommended to say as little as possible and to bring food and water, as it is possible that an interview might take a long time and that there may not be many breaks.

The staff member is entitled to be provided a copy of the interview tapes (audio and/or video as applicable) as well as the transcript and should be allowed to comment on any discrepancies.

The Investigation Process

The investigators must act without bias and abide by the Uniform Principles and Guidelines for Investigations. The investigation must also be fair and conducted in a way that collects all relevant facts without compromising the name of the employee.¹³

In most cases, the investigators will go through any relevant documents, emails and other information to make their report. Be aware that it is extremely common for emails to be analyzed in the investigation process. Additionally, all properties of the organization, such as laptops, mobile phones, etc, could be taken in order to obtain forensic evidence. The staff member's consent (and in some cases, even knowledge) is not always necessary to confiscate these items (unless there are rules stating otherwise). However, to ensure the fairness of the investigation, and protect its integrity, personal information concerning the subject of the investigation is confidential. Medical information, in particular, is protected.¹⁴

The investigation report is then presented to the deciding authority (usually the head of the organization). It is important to note that investigators cannot recommend disciplinary action. Their role is limited to fact-finding. If the deciding authority determines to initiate a disciplinary action, then the disciplinary body will recommend on whether the facts – as established – constitute misconduct or not and then a final decision will be issued. It is advised that an accused staff member requests to see the investigation report and submit comments on it, setting

the record straight wherever necessary and to also look for any bias.

Conclusion

When under investigation, it is important to remember that staff members are required to cooperate with the investigators (but not to the extent of self-incrimination), and that remaining calm throughout the process (as difficult as it would be) is in your best interest. The interview portion is crucial, so consulting a lawyer is highly recommended in order to have legal advice on hand. The role of the investigators is to explore the validity of a complaint or allegations, while being impartial and fair. Any evidence of malice, conflict of interest or bad faith in the investigation process must be reported to the Executive Head. It should not be forgotten that investigation process and disciplinary procedure are not the same. The former is a fact-finding process and the latter is to decide whether the facts, as established, constitute misconduct. However, considering that investigations could invariably lead to disciplinary procedures, staff members are advised to be aware and request the implementation of their due process rights during the investigation process. Overall, being investigated can be a difficult time for staff members, both personally and professionally. Focus

on maintaining composure, present facts to support your response to the allegations, obtain legal counsel when appropriate and seek the assistance of a staff representative to get through an investigation. ■

- 1 This article is a condensed version of a broader document produced by Renuka Dhinakaran for FICSA.
- 2 A lawyer with expertise in international employment law and who has given workshops on this issue.
- 3 A licensed attorney who is a WHO Staff and who is currently serving as FICSA's General Secretary.
- 4 FICSA Intern from Baldwin Wallace University.
- 5 FICSA Intern from American University of Paris.
- 6 Judgement 3200, Consideration 8
- 7 ILOAT judgment 3200, Consideration 11
- 8 ILOAT Judgment 2475, Consideration 6
- 9 ILOAT judgment 3862, Consideration 26-27
- 10 ILOAT judgment 3922, Consideration 18
- 11 ILOAT judgment 3236, Consideration 4
- 12 ILOAT judgment 3852 Consideration 10, "AD/ADM/26 on the subject of "Uniform Guidelines for Investigations" under section IV "Procedural Guidelines", B. "Investigative Activity", paragraph 5, part (a)"
- 13 ILOAT judgment 2475, Consideration 7
- 14 ILOAT judgement 2271, Consideration 7

SUMMER FRENCH COURSES 2019

For all levels

2 WEEK COURSES 4 - 15 February 2019 1 - 12 July 2019	3 WEEK COURSES 15 July - 2 August 2019 5 - 23 August 2019	UNIVERSITY PREPARATORY COURSE 15 July - 23 August 2019
---	--	--

FOR PROGRAMMES AND INFORMATION
 Maison des langues, Uni Bastions, 5 rue De-Candolle, CH-1211 Genève 4
 Tel.: +41 22 379 74 34 | Email: cefle@unige.ch | www.fle.unige.ch

MAISON DES LANGUES
 UNIVERSITÉ DE GENÈVE

Admission Open

Computer Classes

Advanced Programming
Web designing
Cisco, CCNA
Linux
Networking Course
Telecommunication
Cloud Management Training
Cyber Security Training

Reach us at
www.giti-edu.ch
Info@giti-edu.ch
 +41 22 301 22 44
 54bis, rte des Acacias
 1227 Carouge-Geneva
 Switzerland

Geneva Information Technology Institute, GITI

One day peace will come...

Interview with the Ambassador Extraordinary and Plenipotentiary, Permanent Observer of the State of Palestine to the United Nations

The Ambassador of the State of Palestine, Mr. Khraichi sat down with UN Special Editor-in-Chief to speak about the importance of multilateralism, Palestine's current situation, and how to find a path towards sustainable peace.

SARAH BENCHERIF, UNITAR

Palestine is in a unique situation within the United Nations. Can you tell our readers what are the main priorities of the Permanent Observer Mission of the State of Palestine in Geneva?

For Palestine, the United Nations is of critical importance. It is here, at the UN and its bodies, where multilateralism is defended. The international legal system is facing a series of threats that undermine several agreements that could lead to finding solutions to conflicts around the world. Today, we are glad that several of the agencies specialized on important topics, such as human rights, immigration, labour rights, economic issues, telecommunication, trade or health are to be found in Geneva. For a State like Palestine, this access is especially important. We are actively trying to enhance our cooperation to benefit from the conducive environment around us. Every day, we make an effort to share points of view with others and work hard towards finding agreements. At the same time, we are using the UN framework and International Law as legitimate tools to defend ourselves. We are firmly convinced that this is the way to go.

As Palestinians, we believe that we have a fundamental right to resistance, using all forms of resistance in accordance with international provisions. This is how we, at this diplomatic representation of the State of Palestine, are trying to benefit from the international environment that Geneva offers. We aim to boost our institutions and our development. At the same time, we are truly a part of the international community. We have a limited number of staff members, however, we always aim to be present where it matters. As most of your readers will know, our status at the UN was upgraded to "Non-Member Observer State" in 2012. This has allowed us to accede to different treaties and organizations, and to leverage International Law to protect the rights of our people. As you can see, there is a lot of work for us here in Geneva and we have many priorities.

Can you share some thoughts on the role the UN has played, and continues to play, in Palestine?

The UN is the place of preserving multilateralism. On 29 November 1947, it was a UN Resolution that defined our current situation. On that day, the General Assembly adopted

Resolution 181 on the partition of Palestine into two states. Back then, we were facing a grave situation with numerous Palestinian villages damaged and hundreds of thousands of deported Palestinians. That is why you will find large numbers of Palestinian refugees in Jordan, Syria, Lebanon, and all over the world. Imagine, around six million of us are actually living outside of Palestine. A very significant number that can actually be traced back to the difficulties we have historically been facing for more than seven decades. As your readers might know, in 1977, the General Assembly called for the annual observance of 29 November as the International Day of Solidarity with the Palestinian People.

Let me come back to Resolution 181. To me, it is a sad truth that only one of the two states exists today. I want to emphasize that our current struggles started at the UN, but consequently, we believe this is the place where we should solve them. If you follow the news, you will know that this has proven to be difficult, to say the least. Nonetheless, we are looking up to the UN to implement the international agreements that have been put forward. After all, there are countless resolutions, by the General Assembly and the Security Council, calling for improvements to the current situation. Unfortunately, those are failing. Also, allow me to say that the Security Council is not necessarily equipped for dealing with our challenges. It remains a body that was built for the realities of the period immediately after the second

World War. I don't need to tell your readers that changing the way the Security Council works is very difficult, even though there exist several productive proposals for reform.

Having all this in mind, do you think we will see two States in our generation?

To give you a short answer: we are not losing our hope. I already mentioned that there are indeed very productive proposals on the table. To mention a concrete example: I had the honour to work on what is called the "Geneva Initiative". What might surprise you is that we actually succeeded to find agreements and answers for all the difficult issues on the table at that time. While no solution can be perfect, this and similar efforts show us that the path towards peace is possible which means for us to practice our rights of self determination on the Occupied Palestinian Territory since 1967 Gaza West bank including East Jerusalem as capital of the State of Palestine and to solve the issue of refugees according to the General Assembly Resolution 194 and the Arab Peace initiative.

On the other hand, what is lacking is political will to venture on this path. Here, reality falls behind our ambitions. Ultimately, the recognition of the Palestinian State is what we are working towards. Unfortunately, there are strong efforts us pushing away from the two-State solution. I am deeply convinced that this is not in any of the parties' long-term interest. You will understand that any solution that includes only one



Ibrahim Khraishi, Ambassador and Permanent Observer of Palestine to the United Nations Office at Geneva, addresses the ninth special session of the Human Rights Council on the situation in Gaza. 9 January 2009, Geneva, Switzerland.

State will create tensions in the region. How can this be the aim of the international community? Indeed, the Member States of the UN have certain obligations to fulfil. I am thinking of the UN Charter and its mandate, and of International Law in general. These principles can give us valuable guidance and I would encourage everyone to reflect on them. On the other hand, I am deeply convinced that blind support towards one side will lead to the spread of hate. I have said this countless times at the Human Rights Council: finding a common solution is good for the whole region. As I mentioned earlier, we already have plenty of solutions on the table. If we truly want to make it happen, the process could be very fast.

Can you tell us a bit about the rich history of Palestine and its people?

I thank you for this question as this aspect of Palestine is all too often overlooked. Indeed, Palestine has a very long and

rich history, one of the oldest in the world. Allow me to share something that I want your readers and the world to know: we Palestinians are a diverse community. We are Jews, Christians, and Muslims. After all, Palestine is the cradle of these three religions and of many civilizations. We have proven in the past and before the creation of Israel that we can live in mutual tolerance and acceptance. History can indeed serve as something we can look to when we are in search of solutions.

At the same time, Palestine's history is linked intrinsically with its present predicaments. We are a people that has suffered under occupations. Our communities have endured invasions. In the face of these hardships, I am proud of what we have achieved together. We are blessed with very hard-working people that are spread around the world. Let me tell you that more often than not, they occupy very successful

positions. Palestinians are politicians, writers, doctors, and engineers. In the Arab region, we are reaching top scores when it comes to education. It is a side of Palestine and its people that is all too often ignored. I am convinced that Palestinians all over the world can be examples of mutual tolerance and acceptance.

Speaking of the Palestinian diaspora, what are its contributions to Palestine and to the countries where they live?

Palestinians are contributing to a diverse, tolerant, and open society all around the world. In Switzerland, we have a rather small community of around 2,000 individuals. In addition to being part of their local communities, they are often actively supporting their families in Palestine. Allow me to emphasize that these communities are living not only in tolerance of differences, but in acceptance of them. In short, they are living in peace. It is not acceptable that this is impossible for their

brothers and sisters in the land of Palestine.

In my daily conversations with people from all over this planet, I am constantly reminded that the problem doesn't lie with the people of a nation. Far from that, the problem is the extreme positions of politicians that jeopardize our combined efforts towards achieving peace. I am sure that you will agree with me when I say that any democratic country should have the right to self-determination. Now is the time to act accordingly and move towards a solution that works for everyone. The current Palestinian leadership can make this deal. I hope that this line of thinking will be met with a positive response.

What message or advice would you wish to convey to young diplomats and international civil servants who are beginning their careers?

Thank you for this question as it is of critical importance. If we fail, the coming generation will be tasked with achieving peace. I am deeply convinced that they will succeed, regardless of the country they are representing, if they keep the following principles in mind: Rule of law. Dialogue. Responsibility. Solidarity. Efficiency. Coherence. Universality. We are also actively conveying these principles to our young diplomats. In following them, they are prepared to defend the cause of Palestine and to support the multilateral system as a whole. All of us are facing challenges on this world. To solve them, we need to work together. ■

Restaurant du Creux-de-Genthod

CUISINE NON STOP 12h - 22h

Ouvert 7/7 - Poissons du Léman - Menu 3 plats 45.-

Votre restaurant au bord du lac - Tel. +41(0)22 774 10 06 - www.creuxdegenthod.com

Tapping United Nations literary talent

Happy Birthday!
The United Nations Society of Writers (UNSW / SENU) celebrates 30 years of producing literary texts in the six official languages of the United Nations. The twenty-ninth issue of the literary magazine Ex Tempore has just been published; read it and join us!



© Marko Stanovic
Ex Tempore President Marko Stanovic presents Mr. Michael Møller, Director-General and Honorary President of Ex Tempore, with the 29th issue of the Association's literary review.

ALFRED DE ZAYAS

The United Nations Society of Writers was founded almost 30 years ago – on August 14, 1989 – by Leonor Sampaio (Brazil), Sergio Chaves (Argentina) and Alfred de Zayas (USA). For decades, UNSW / SENU has published 29 volumes of the *Ex Tempore* literary magazine – novellas, short stories, essays, epigrams, plays, and poems in the six official languages of the United Nations. Our writers write reports and resolutions during the day – but they are also inspired by literature. Every year, we organize at least one literary salon and

very convivial get-togethers at the Palais des Nations (UN cinema) and the Grütli in the city centre. We maintain synergies with PEN International – centre Suisse Romande, and the Société genevoise des écrivains.

The new issue of *Ex Tempore* was published in December 2018. This 168 page-issue is a very colourful, contrasting bouquet, both happy and sad, provocative, spirited and full of hope. Our authors are staff members of the United Nations and its specialized agencies, including WIPO, WHO and ILO, as well as retirees and interns.

You can get copies of the new issue and previous issues by contacting our President, Marko Stanovic (marko.stanovic@unctad.org) or our Vice President, Carla Edelenbos (edelenbos@bluewin.ch).

If you regret not having been able to contribute in writing to this issue, please note that your contributions are welcome for the next issue (no specific theme) – the anniversary issue – number 30. Send them to Alfred de Zayas, Editor-in-Chief, (zayas@bluewin.ch), before July 31, 2019.

You can also become a member of the United Nations Society of Writers without necessarily being a writer or an amateur writer. We need readers and support too! Membership is open to all active and retired staff and their families, fellows and interns of the United Nations, specialized agencies, CERN, Permanent Missions and Observer Missions, Intergovernmental Organizations, NGOs and the Press Corps. The annual fee is CHF 40. Information on our website: <http://www.extempore.ch/> ■

WORK IS A SOURCE OF DIGNITY. INTERNATIONAL LABOUR STANDARDS MAKE IT DECENT.

The International Labour Organization is celebrating 100 years of advancing social justice and promoting decent work. Find out how ILO works on issues such as making decent work a reality at ilo.org/100



UNOG Health and Safety Committee

We should all work to improve health and safety. The UNOG Committee brings together staff and management to improve working conditions and reduce accidents.

ALEX MCCUSKER

What it is

The Joint Committee on Health and Safety at Work (French *comité paritaire sur l'hygiène et la sécurité au travail*) is a joint body at UNOG. It exists since at least the 1980s and was the first Health and Safety Committee in the UN system. It is modelled on similar bodies in other countries. Like other joint bodies at UNOG, it is composed of three members elected by the staff, three members nominated by the Administration and a secretary contributed by the Medical Service. Members are nominated/elected for a two year term. The current term started in July 2017.

Mandate and organizations included

The mandate of the Committee is to “contribute to the protection of the physical and mental health and security of

staff” and “the improvement of working conditions” by analysing working conditions, occupational risks, consulting prior to changing arrangements that could modify health, safety and working conditions, consultation of plans introducing new technologies involving significant changes in work, and to facilitate the implementation of health programmes.

The Committee has no executive power, that is it can only issue recommendations and requests for action. It works closely with the Medical Service, Security and Safety Service and the Facilities Management Service.

The Committee covers the United Nations Office in Geneva which includes all UN Secretariat organizations in the Palais and OHCHR. Other organizations and buildings managed by the FIPOI do not fall into its responsibility. It seeks to assist

all those working regardless of their contractual status.

Meetings

The Committee meets every three months and also holds meetings on specific topics as needed. In general, decisions are reached by consensus.

Communication

The Committee can be reached through its email box (cphst@un.org) or by contacting one of its members. It welcomes all inquiries which are usually reviewed at its quarterly meetings. Urgent issues are discussed as soon as possible. It should be noted that only elected representatives of the staff have access to this mailbox and that all inquiries will be treated confidentially.

Issues we cover

The main issues covered by the committee are accidents, the installation of defibrillators, smoking, the Strategic Heritage Plan, lighting conditions, safety problems, and other issues raised by anybody working at the Palais. The accidents (UNOG averages one per month) that occur are logged by Security and reviewed each quarter. The longest running discussion

has been over the questions of smoking where the committee has taken an active role since 2000. Smoking restrictions have been gradually increased since then.

2000 separation of smoking and non-smoking in cafeteria
2007 ending of smoking inside Palais des Nations

2011-2012 recommendation for non-smoking panels

2013-2014 extending non-smoking to include electronic cigarettes

2016-2017 broadcast on smoking and survey on smoking

We can all contribute to reducing accidents and improving the working conditions. If a light is not on in a corridor or you see any other issue that appears to pose a risk to safety – contact the Facilities Management Services at 7-2458. To follow up or for longer-term issues please contact the Committee at cphst@un.org. ■

Current membership

Dr. Pascal Achar
Ms. Prisca Chaoui
Mr. Didier Chessel
Mr. Patrick Magnin
Mr. Alexander McCusker
Mr. Pierre Wipf
Ms. Malea Metral (Committee Secretary)

Education / enseignement

How to build skills to lead a successful organization in times of change

How the International Telecommunications Union (ITU) gives managers the skills they need to lead a successful organization in times of change

“You get results by exploiting opportunities, not solving problems.”
 – Harvard Business School Press



Participants from cohort 1, including the organizers of the course Eric Dalhen, Chief, Human Resources Management, Ulrika Martinius, Deputy Chief, Human Resources, Manuela Morelli, Head, Human Resources Planning and Development and UNSSC trainers Sabine Bhanot and Michael Alford.

MANUELA MORELLI¹, MANKE WANG²

The information and communication technology (ICT) sector is undergoing a major transformation, highlighting the need for a UN specialized agency that is flexible, efficient and responsive, if not proactive. Thus, ITU is changing, too, enhancing coordination and operational planning across sectors and departments. ITU will also implement the recommendations for UN system-wide reform, and is determined to reach gender parity across all grades by 2027. Furthermore, ITU is progressing towards new modern and iconic Headquarters in the heart of International Geneva by 2023. To lead ITU and its staff through change, ITU leaders and managers are acquiring enhanced interpersonal, conflict management, change management, and communication skills.

Management and Leadership Learning Programme (MLLP)

Since 2014, ITU’s Human Resources Management Department (HRMD) has been delivering training workshops – entitled “Essential Skills for Managers and Leaders” —for more than 200 ITU managers. As the workshops received very positive

evaluations, it was recommended that they be further developed and extended to other managers and leaders in the Organization. Top management then recognized the importance of introducing a corporate ITU Management and Leadership Programme, holding all managers accountable to follow and implement it. “Management and Leadership competencies are at the core of the Organizational success”, said Eric Dalhen, Chief, Human Resources Management.

As a result, the ITU Management and Leadership Learning Programme (MLLP) was launched in May 2018, in partnership with the United Nations System Staff College (UNSSC). The content was designed based on a learning needs assessment (LNA) consisting of interviews and surveys carried out with ITU managers and leaders across the Organization.

The results of the LNA highlighted the benefit of training courses, but noted that the majority of these focused on technical content with reference to the ITU mandate of connecting the world through information and communication technologies rather than on management skills. Furthermore,

many ITU managers noted that mandatory training courses are more effective than voluntary ones, as it means they will be better attended.

Some interviewees highlighted the need to engage all top-level managers. Indeed, if top level managers are not engaged, mid-level managers trying to modify their behaviours or to promote a change in the organizational culture are likely to face barriers from the top.

Participants and content

The MLLP is designed to promote a common managerial and leadership system and to incrementally improve managerial culture in ITU. The learning programmes provide practical tips and tools and techniques tailored to ITU needs, which can be used to demonstrate improved leadership, managerial and supervisory skills. They allow participants to identify the best theories and to consolidate learning and enhance behaviours through experiential and on-the-job activities.

The first pilot event was tailored to 60 ITU Staff Members from P4 to D1 level

who hold managerial responsibility and the direct supervision of one or more staff members. The programme lasted several months and contained a wide variety of learning approaches: self-study; webinars; face-to-face workshops with short presentations; group work and experiential activities; on-the-job learning activities; group reflection and plenary discussions.

During the programme period, participants were able to:

- strengthen their personal conviction that individual behaviour matters;
- engage in learning activities that serve as metaphors for real-world challenges;
- learn new skills and behaviours by practising them;
- appreciate the benefits of behavioural change by experiencing failures and successes;
- link the training activities to their professional roles.

Gains

The post-workshop evaluation survey revealed a diverse group of participants: 18.75% were P3 level staff, 29.17% P4 level, 45.83% P5 level and 6.25% D1 level staff. More than 4 in 5 participants viewed the training session as excellent.

“Participants realized that internal communications needed to be strengthened across the Organization as an essential component of change management,” said Monika Gehner, Head of ITU’s Corporate Communication Division.

In addition, participants noted that leadership, teamwork, presentation and management skills, as well as knowledge of how to



Participants from cohort 2 with Manuela Morelli, (Head, Human Resources Planning and Development) and UNSSC trainers Sabine Bhanot and Michael Alford.

deal with conflict, or motivate underperforming staff, etc. will help them in their daily work.

“Self-awareness as a manager is key, especially in a multicultural, international environment. This management and leadership training was viewed as very useful and appreciated by the participants,” said Christopher Clark, Head of ITU’s Membership & Partnership Division.

Another participant said: “the training is a pilot project for the moment, but it became clear that this kind of training should be mandatory for all managers at ITU, including periodic refresher sessions”. This will be taken into consideration for the next steps.

Next steps

Building upon current achievements, HRMD plans to present the training programme to the rest of the Organization so that all managers and supervisors participate in the training. In the near future, ITU would benefit from continuing to exchange best practices, experiences and learning programme models and systems with other UN organizations, also with the idea of exploring ideas for joint activities. ■

1 Head, Human Resources Planning and Development

2 Former Intern in Human Resources Management

Education / enseignement

JFK SWISS OUTDOOR CAMP
Start exploring now!!!

"JFK Swiss Outdoor Camp is about challenges, about succeeding and exploring for children of 6 to 13 years old. It's about learning and teaching with nature but most of all, it's about living."

A summer camp like no other www.swissoutdoorcamp.ch

The Road to Sustainable Finance in Nigeria

The high-carbon, resource-intensive growth path of the last few hundred years has severely damaged both the planet and the people who live on it.

IAIN HENDERSON AND DANIEL AKINMADE EMEJULU, UN ENVIRONMENT

Pollution, natural resource depletion and climate change are also creating significant social and economic stresses that have historically not been accounted for, or properly addressed, in development plans.

Growing empirical and anecdotal evidence signals that the development trajectory of Nigeria's economy will need to change dramatically in the coming years. The ability to deliver on key national policy objectives, diversify the economy away from its heavy reliance on natural resources, increase food security, provide jobs for a rapidly growing population, and fill a substantial infrastructure gap all call for a new economic direction. Broader sustainability challenges, such as chronic air pollution, increasingly scarce fish stocks, depleted forest cover, climate-disrupted agricultural systems, and urban flooding further highlight the need for a new growth trajectory.

Pivoting to a new economic pathway will require an unprecedented reallocation of capital. While the quantum of capital involved is large, this reallocation is only marginally about *more* investment; it is fundamentally about *different* investment. This capital redeployment is being

facilitated by three powerful global forces. These include vast pools of capital searching for yield in a low interest rate environment, rapidly falling cost curves across many sustainable technologies, and an increasingly universal global policy blueprint.

A new report by UN Environment lays out the ways in which Nigeria can unlock the investment needed to move onto a more sustainable growth trajectory that will benefit its people, its environment and the economy. It provides an analysis of sustainable finance opportunities in Nigeria out to 2030, assesses the characteristics of these opportunities, and estimates current sustainable finance flows. Based on expert interviews, it also identifies barriers to scaling sustainable finance in Nigeria and lays out options to address them.

Drawing on both top-down and bottom-up analyses, the report finds that the demand for additional sustainable investment in Nigeria is US\$92 billion annually stretching out to 2030. This presents an enormous investment opportunity – more than US\$10 million of sustainable investment will be needed every hour of every day between now and 2030.

A survey of Nigerian investment experts identified several high conviction areas within

the US\$92 billion annual sustainable investment opportunity. These include investments linked to clean energy systems, sustainable cities, agriculture and sustainable land use, healthcare and education, transport, circular economy business models and digital infrastructure.

Based on data availability, and bearing in mind methodological and definitional issues, the current annual sustainable finance flow is estimated at just over US\$8 billion. This implies that annual sustainable finance will need to increase by approximately 1,000% to capitalise on the opportunities identified in the report by 2030. The majority of current sustainable finance flows are from public sources. The proportion of private finance will need to increase in the future, given the strain on public balance sheets globally.

To meet the demand, financial capital allocation patterns will need to change in two ways. Firstly, capital invested in polluting activities will need to decrease and allocations to activities with sustainability benefits will need to rise. Secondly, the speed at which capital is allocated to Nigerian sustainable investments will need to increase rapidly. As things stand, near-term capital expenditure will have a disproportionately large sustainability

impact as a result of its long-term implications for future consumption patterns (technologies with long asset lives are 'locked in'). The new UN Environment report focuses largely on the mobilization of new and additional sustainable finance to achieve both objectives.

Meeting these dual objectives will require a detailed understanding of the Nigerian context, including the general and specific barriers that are currently preventing the scaling up of sustainable finance:

- Generic financial barriers include structural issues such as maturity mismatches linked to the dominance of relatively short-term bank financing in an economy where much longer-term finance is required. Investment pools that could substitute for bank lending remain relatively shallow. Other generic barriers identified include access to finance for micro, small and medium-sized enterprises, the relative attractiveness of risk-free government securities compared to riskier securities, a range of market barriers including uncertainties over foreign exchange levels and land tenure, and aspects linked to the cost of doing business.
- Sustainable finance barriers are specific to the sustainable dimension of an asset or



© Daniel Akinmade Emejulu

UN Environment Iain Henderson and Daniel Akinmade Emejulu on official mission in Nigeria for its sustainable finance roadmap.

security. These included a relatively limited sustainable investment pipeline, the lack of a clear definition of what is and what is not sustainable, and a relatively low level of sustainable finance capabilities across the finance sector. A survey of experts also noted there was a lack of non-financial sustainability data and a sub-optimal alignment between incentives for providers of finance and sustainability objectives. Some stakeholders felt that sustainability is not yet readily accepted as an investment priority domestically, while others note the urgent needs for investment to address desertification, reoccurring floods and gas flaring.

No single solution set will deliver the sustainable finance required for Nigeria at scale and the timeframe required to sustainably fund development also calls for multiple finance leverage points. However,

several areas have emerged that would benefit from further exploration. The non-exhaustive list highlights potential solutions to overcoming generic and sustainable financial barriers to sustainable investment in Nigeria that are further explored in the report. These include:

- Facilitate the conditions to develop sustainable finance definitions and taxonomies, improve non-financial disclosure, build the sustainable investment pipeline and develop more effective and efficient policy and regulations for sustainable finance.
- Banking will remain core to Nigeria's sustainable finance journey. The IFC estimates that globally its clients will need to scale sustainable finance operations from roughly 7% of the current lending book to around 30% by 2030 to meet demand. This will require an increased focus on identifying sustainable market opportunities,

building internal capacity and developing new products.

- Capital markets will be core to the development of sustainable finance in Nigeria. Non-sovereign and corporate issuance will help develop the domestic green bond market and hold great potential for Nigeria and the continent.
- Harness the potential of digital innovation to unlock sustainable finance and create higher level of financial inclusion, advancing the social aspects of sustainability.

Sustainable investment opportunities in Nigeria stretching out to 2030 represent a pivotal opportunity for Nigeria and the African continent. Realizing this sustainable investment opportunity could contribute to the continued transformation of Nigeria into a global powerhouse that can support a growing population in a sustainable manner and provide good returns for investors in parallel.

However, current flows of sustainable finance in Nigeria, as in most countries globally, remain inadequate to capitalize on this opportunity. Some of the solutions outlined in the report can help remove the barriers to sustainable finance.

Having successfully launched the world's forth sovereign green bond, the time is ideal for Nigeria to push hard to take advantage of the sustainable investment opportunities, ensuring climate change, pollution, demographic variables and unsustainable consumption and production do not hold back this potential global powerhouse from achieving its promise. ■

Iain Henderson and Daniel Akinmade Emejulu can be contacted at iain.henderson@un.org and daniel.emejulu@gmail.com

The Nigerian Sustainable Finance Roadmap report can be downloaded from: http://unepinquiry.org/wp-content/uploads/2018/11/Nigerian_Sustainable_Finance_Roadmap.pdf

Innovation

The Power of Bottom-up Initiatives in IOs

Interview with Tina Ambos

Tina C. Ambos is Professor of International Management and the Director of the Institute of Management at the Geneva School of Economics and Management (GSEM) of the University of Geneva. She is also the Academic Director of the International Organizations MBA (www.iomba.ch).



UN SPECIAL

UN Special: Isn't innovation in International Organizations (IOs) an oxymoron?

10 years ago, we could have answered this question with a yes, but in today's world, innovation is key to all IOs to stay relevant. It's their only chance to survive. Antonio Guterres said: "Beginning at the top, we must all from country level to headquarters engage practically with technology pioneers, innovators, policy makers and users." These shouldn't remain empty words. There is a kind of innovation inflation taking place in IOs these days, everyone speaks about it but we don't know what it means.

Creating innovation departments make sense, and it is happening in real-time. We are currently working with UNAIDS which set up their innovation unit this June. But it is important that these units remain lean units and don't become overly bureaucratic.

Current best practices of innovation structures or units (like the Accelerator at WFP, UNHCR and UNDP) work well because they are lean structures with very few people, who have a deep understanding of the issues and the challenges in the field. Innovation structures should avoid being taken over by bureaucrats, rectorates or policies.

When we talk about innovation, it's more about creating the conditions for innovation rather than providing a recipe for innovation. In all big organization structures, for-profit or non-for-profit, we tend to look for recipes. But that's not the way innovation works.

What are the 3 key takeaways of this report?

We have three main takeaways to make innovation in the context of international organizations more tangible. Our goal was to go beyond the buzzword "innovation" and put our finger on innovation initiatives that really make an impact.

1. The power of bottom-up innovation: This is a red-thread of my academic work. It shows how innovation from peripheral parts of the organization can create impact. It is critical that discussions on how to innovate within IOs include not only staff dedicated to innovation, but also field staff (who have the closest ear and eye to the needs of IO beneficiaries) as well as decision makers (who need to support and promote innovation for it to translate into culture change).
2. Design for outcomes (rather than outputs): Outputs are easier and "shiny" but without outcome metrics, you eventually will hurt your portfolio. This is why our report distinguished three different types of impact: social impact, internal impact and mission impact. We need to know what to measure and don't waste time in collecting data: it is the only way we can ensure projects actually create impact.
3. Maybe less reflecting about contents and more about the process. This is how the report came about: share the successes and the failures. The initiatives we collected are from very diverse organizations in very diverse contexts: joint projects, collaboration between IOs, learning from one another. Innovators also recognize a need to be better connected with startups and private sector companies that often have designed solutions that IOs could scale.

"Innovation can impact the mission of the IO"

How much does the difficulty for IOs to innovate jeopardize their very existence?

I think this is one of the most interesting findings of our report: innovation can impact the mission of the IO. This implies a mission stretch. For example, the World Food Program's (WFP) Building Blocks initiative seeks to make WFP's cash transfers

more secure, traceable, cheaper and collaborative using Blockchain technology. The project targets refugees and their families and has allowed WFP to reduce banking fees by 98%. But WFP's mission is to eradicate hunger and poverty globally. So how does implementing Blockchain for payments match this mission? WFP is stretching its mission of delivering food to vulnerable communities by broadening its platform and acting now on a greater scale to comprehensively address the resilience needs of people in the field without shying away from the potential of new technology to aid in its mission.

So, yes, it is a threat, but maybe also a necessity to "rethink" one's role and allow for a transformation. International organizations are better equipped than we think to go through transformation. The key is to think about their core mission and activities and redesign them in a new ecosystem.

How much does the struggle for implementing innovation have an incidence on funding?

Many IO funds are subject to big cuts, but at the same time new funding mechanisms to IOs and INGOs are being established. What they require is a more transparent and accountable mindset. This means that these organizations have to adapt new skillsets and ways of working. Personally, I see many great opportunities, but also the risk that the attention on financing innovations – which is needed – is distracting too much from building meaningful solutions to address the core of the problems. Ideally, they should go hand in hand.

We need to differentiate innovative ways of financing and financing innovation. Both are crucial for the survival of IOs, but only looking at innovative financing may distract from

looking closely at the contents, the types of people or the priorities.

The only solution to make new ways of financing and new ways of doing innovation go hand in hand is to think about business models. How can a startup, an IO and a multinational company team-up? Who would take the risk? Who would be engaged long-term? IOs need people who understand the different sectors to invent new business models.

How do you think these examples can lead the way to innovation at a larger scale, not only in the operational activities of the IOs but in their structure at large?

Over the past ten years, both formal and informal innovation teams and structures have emerged within international organizations. UNICEF's Innovation Unit was founded in 2006 and now includes UNICEF Ventures, which makes investments into open source technologies and UNICEF Innovation Fund, a pooled funding vehicle. UNDP's Innovation Facility was founded in 2014 and has since helped develop over 170 projects in the country offices. WFP's Innovation Accelerator was founded in 2015 and has projects ongoing currently in 30 countries. UNHCR also has an innovation service unit launched in 2012 that supports the experimentation within the organization and has brought many initiatives to life. ITC's volunteer based Innovation lab was founded in 2014. These new structures are an important stepping stone in the innovation journey. They exist to assist staff in the essential transition from viewing the world as stagnant to viewing the world – and the activities of international organizations – as fluid, modular and moldable.

"Innovation is the only chance to achieve the SDGs!"

Do you see innovation in IOs as a chance to achieve the SDGs or do you see the SDGs as a fuel to foster innovation in the IOs? Or both?

Innovation is the only chance to achieve the SDGs. Technology and innovation are key to accelerate the process, but technology is not innovation.

The Center for Global Development recently found that the SDGs are unlikely to be met by 2030 without rapid, all-encompassing innovation. After all, the SDGs were also bottom-up efforts.

We can see in this report that partnerships are key to implement innovation at all scale. But at the same time, you identify some partners as becoming challenging when it comes to managing their expectations around what constitutes an impact. How can we overcome this challenge? How can the University help?

University is acting as a neutral convener, allowing IOs to come around the table and share their ideas. I believe we have, at the moment, the largest database of innovation activities across IOs. Our ambition is to act as a place where different stakeholders can discuss eye-to-eye. To some extent, we are also a bottom-up initiative that is about to formalize its activities. We are currently launching an "i2i hub" – a platform to

bring together IOs, private sector funding, and tech start-ups to create joint-projects focusing on improving the world and hope we can facilitate innovation activities in IOs.

Among key challenges identified in the different projects studied, is the inability of some projects to shift from a non-profit model to a viable business model. What does it mean for you, as a business school professor at IOMBA?

I think, in general, a big shift towards addressing the SDGs – or the Grand Challenges of this World – will only succeed if there is a business case. E.g. investments in climate change, eradication of hunger and poverty. There are also promising models of hybrid organizations – that have a social mission as well as a for-profit goal. And there is more of a recognition in big businesses that social goals are also important.

But most IOs are concerned with helping the most vulnerable in the absence of markets and institutions – and there will always be a need for social engagement. So, in short, I don't think every IO innovation has to be financially sustainable, but it has to be organizationally sustainable as part of an ecosystem. And building organizations that can host and nurture such innovations is the next challenge. ■

"Initiatives with impact: Unleashing Bottom-up innovation in International Organizations"

<https://info.gsem-exec.ch/initiatives-with-impact>

Prof. Tina Ambos will talk about

THE POWER OF INTRAPRENEURSHIP AND INNOVATION FOR INTERNATIONAL ORGANIZATIONS

at the UNOG-UNIGE conversations on Thursday 28th February, 12.30 p.m. – 2 p.m., Cinema Room (Room XIV) Palais des Nations, 1st floor, Door 17

Imagining the future of humanitarian response

A collective enterprise

Since its official recognition in the 19th century, humanitarian action has evolved and developed itself to provide relief to people in dire straits.



© Anna Jenkins

During coffee breaks, participants at HNPW take part in Speed-Networking Sessions to meet other humanitarian professionals and discuss common interests.

RACHEL FORSTER, OCHA

What is HNPW?

Today, humanitarian workers are involved in protracted crises happening in more than 30 countries worldwide. Yet only a handful of them – such as Syria or Yemen, South Sudan, or sudden-onset emergencies like the recent earthquake in Indonesia – are getting international attention.

Over the years, the humanitarian sector has improved through experience and lessons learned, seeking to increase its efficiency and effectiveness in reaching out and delivering to affected communities. In today's world, this is complicated by several core challenges still faced by the community: access limitations due to conflict, a growing number of humanitarian actors with differing mandates, funding shortages, the growing complexity of response, etc.

In 2015, some 8 humanitarian operational networks agreed to jointly organise their annual network meetings, to better address challenges in the response to Typhoon Haiyan.

This event, the first Humanitarian Networks and Partnerships Week (HNPW), provided a neutral space where various humanitarian actors could come together as equals and discuss how best to improve the system. An immediate success, exchanges which took place during the week helped shape growth for all involved.

Today, HNPW is the largest yearly humanitarian event of its kind. In 2018 the number of participating networks had grown to 30, with some 1,500 humanitarians attending, representing more than 250 organisations and over 100 countries.

HNPW 2019

This year, HNPW 2019 will take place between 4 and 8 February at the International Conference Center of Geneva. Its Inter-Network Day on 6 February focused exclusively on cross-organisational collaboration.

The day kicked off with ALNAP's presentation on the *State of the Humanitarian System* (SOHS) 2018. Participants were also able to attend high-level

sessions on humanitarian response and discover the latest developments in the sector, ranging from how search-and-rescue teams are deployed after an earthquake to how soft values impact humanitarian work or what common standards regional and international medical teams should be held to.

The remainder of the week included humanitarian networks' annual meetings, introductory sessions and technical meetings, all of which enabled exchange and learning at all levels. Speed-networking was in place to encourage participants to connect and network with one another on an individual basis, while an Exhibition Area on "Innovation in Humanitarian Action" featured new tools and techniques that promise to innovate humanitarian work.

HNPW's Impact

HNPW is in many ways unique as it provides a neutral platform allowing hands-on humanitarian workers to connect with one another. To use the words of Philippe Besson, Head of the Multilateral Affairs Division of the SDC, it is a "creative space

owned by its participants", shaped and defined by their contributions. It does not aim to be formal or hierarchical, but instead a meritocratic, non-bureaucratic event.

HNPW also aims to be practical, and to provide participants with actionable knowledge and connections that they can build on throughout the year. In the past, this has included creating and updating of Recommended Practices on Humanitarian Civil-Military Coordination; workshops with governments and humanitarian organisations on developing new strategies for information management in the Humanitarian Programme Cycle; meetings between Permanent Missions representatives, NGOs and stakeholders on the inclusion of people with disabilities; and more.

Despite lasting only a week, HNPW's impact continues throughout the year. For that, it can be thankful to all the participants who have made it what it is today and will doubtless shape it for the years to come. ■

For more information, visit www.hnpw.org

See you at the Commons...!

The Knowledge & Learning Commons, a space for collaboration and exchange, was launched in April 2018 as an initiative of the UN Library Geneva and the Centre for Learning and Multilingualism (CLM), part of the UNOG Human Resources Management Service.

VIVIANE BRUNNE

This initiative, known as “the Commons”, was designed to meet the knowledge-sharing needs of UN staff and diplomats in Geneva, providing spaces to collaborate, learn and exchange on matters relevant to multilateralism and professional development.

The Commons brings together the substantive knowledge accumulated at the UN Library in Geneva since the time of the League of Nations with the training and facilitations skills of CLM to offer new ways for UN staff to work, learn and share ideas, and experience different ways of collaborating and imparting knowledge in a soft-learning environment.

Following a number of initial positive experiments and projects in 2018, the Library and CLM are now undertaking a learning requirements assessment to ensure that the 2019 catalogue of Commons initiatives and offerings includes activities that are targeted to the needs of UN staff and diplomats. Focus groups and individual interviews are being organized among UN staff and permanent missions, collecting opinions and suggestions on the knowledge and skills they require for their work

and professional growth, the role of informal learning, and possible resource persons who could enrich the Commons by sharing their skills and experience. The assessments offer a real opportunity for UN staff and diplomats to help shape the Commons into a space that is useful for them.¹

Curious about the 2019 Commons catalogue? Based on the first results of the study, the team has started planning for the new year. At the same time, there remains plenty of space for ad hoc activities, testing new ideas, and brainstorming for solutions with colleagues.

Save the date: On Thursday, 31 January 2019 from 12 to 2 p.m., join us at the Library Events Room (B.135) for the Commons Housewarming to experience a part of the coming year's programme. The Room and other parts of the Library building will offer opportunities to experience live what the Commons has in stock for 2019. Come and learn about the Commons and be a part of shaping it further into an innovative space filled with creative experiences, informal learning and knowledge sharing activities, and new communities among UN Staff and permanent mission staff.

Please follow our website for updates on the Housewarming party and other upcoming activities: <https://commons.ungeneva.org/> or contact us at commons@un.org to be added to the distribution list.

See you soon at the Commons! ■

¹ To contribute to this ongoing study, please contact Viviane Brunne (Viviane.brunne@un.org or 0229171454).

Knowledge & Learning Commons
A Space for Collaboration and Exchange

Save the Date

Join us for these upcoming activities!

Where?

UN Library Geneva
Palais des Nations,
B Building, 1st Floor

When?

- **14 February** - 2019 UN Communication Priorities, with the United Nations Information Service.
- **21 February** - “SDG Anonymous” innovation sessions, with Young UN.
- **28 February** - “Initiatives with Impact and the structures that support them”, with the University of Geneva.
- **7 March** - “Leading Sustainability Transitions: the example of sustainable infrastructures”, with the University of Geneva, UN Environment and UNECE.
- **7 May** - “Composite indicators - monitoring the SDGs”, with the University of Geneva and UNECE.



Knowledge & Learning Commons
@UNGeneva
FOR UN STAFF, DIPLOMATS AND INTERNS





<http://commons.ungeneva.org/>



What to Expect at Toastmasters International, a Club for Improving Public Speaking

In a study conducted at the University of Nebraska in the USA, it was found that public speaking was a more common fear than death.¹

**RAMSY CARTON,² MARISSA KURAL,³
AND GEMMA VESTAL⁴**

Introduction

In a study conducted at the University of Nebraska in the USA, it was found that public speaking was a more common fear than death.⁴ Most of us know the feeling of being asked to present a project or even our simple opinion in front of a group, the queasy butterflies in your stomach as soon as you know you must present. Whether it be at work presenting to our colleagues or at a major event, people tend to fear speaking in front of a group of people. So, how is it that public speakers are capable of presenting long speeches so calmly without stuttering or stopping at the end of every sentence, without using words like “uh” and

“um”? The answer for many is Toastmasters, a non-profit organisation with groups all over the world, which focuses on teaching people public speaking in a clear and structured way. In Geneva, there are two Toastmasters groups, UN Geneva Toastmasters and International Geneva Toastmasters.⁵ Both clubs welcome anyone and meet every first and third Wednesday of the month. The UN Geneva Toastmasters meets from 6:15 to 7:45 and their location changes, but is always announced online. The International Geneva group meets from 6:45 to 8:45 at the International School of Geneva, Campus des Nations in room 404 (Route des Morillons 11).

Meeting Structure

The meetings for the International Geneva Toastmasters



Club meetings trainings.

take place in a big classroom and the desks are placed in a “U” formation so everyone can see each other. The meeting usually begins with the president kicking off the program by welcoming everyone and presenting the Toastmaster of the evening, who has the job of leading the two-hour meeting. The president might also cover announcements that are of interest to members, such as upcoming events and contests.

The “Toastmaster” for the evening then proceeds by giving a short speech introducing the theme of the evening and asking the guests to introduce themselves. Next, they propose a warm-up game related to the theme as a way to break the ice. This is a great way for everyone to loosen up and get ready for the evening ahead.

The “Toastmaster” will then ask the members with specific roles to introduce themselves and explain their role that evening. The first role is “Sergeant at Arms” who is in charge of tidying up, tending to club property, and making sure everything is up and running for a successful meeting. The “Timekeeper” makes sure speech lengths are respected. The “Grammarians’” job is to inform all participants how they can improve their English grammar skills, as the Geneva Toastmasters

club is quite multicultural and members are at different levels with their English. Another important role is the “Ah Counter”, who is in charge of writing down how many times an individual uses a filler word. Finally, there is the “General Evaluator” who evaluates the general flow of the meeting and advises on what could be done better in the future.

The Toastmaster will then take over and explain the program for that evening. The highlight is typically two speeches prepared by members who present for a set amount of time. The time depends on the type of speech being presented, and the ability of the speaker. The Toastmaster also explains how the speakers will each be evaluated by their own evaluator, and that all the present members and guests have a chance to give their written feedback on a small leaflet.

The two speeches are followed by a twenty-minute break with drinks and snacks kindly provided by the club. During the break, members and guests can become better acquainted with one another. The break is a great opportunity for networking, and an opportunity to practice speaking in English for even the shiest of guests.

The meeting is resumed with the evaluators giving speeches

of their own about the presentations, and the timekeeper making sure both speeches respect the desired duration. The other members and guests then vote anonymously on who they thought had the better speech and on which evaluator did a better job.

The meeting is then followed by an impromptu segment open to both members and guests called “Table Topics” which is great for building confidence and quick thinking. The Table Topics vary because the “Table Topics Master” who is appointed for the evening has the responsibility of creating an innovation game or discussion.

The meeting then comes to an end with a summary from the members appointed in different roles, and is officially concluded by the Toastmaster who gives final regards and distributes awards to the deemed best speaker and evaluator.

Additional Benefits

Although the meeting structure has time for socialization and games, every activity is done with the goal of increasing public speaking and leadership skills. The variety of activities help members learn how to speak comfortably with people, and how to give and receive constructive criticism. The different roles in the Toastmasters give members the opportunity to lead others and to build upon their leadership skills. The group is accepting and warm so that everyone feels comfortable speaking, and therefore can improve their skills.

In addition to the skills Toastmaster teaches regarding public speaking and leadership, it also provides members access to a community that extends well beyond Geneva. Worldwide, there are over 15,900 clubs in 142 countries with over 345,000 members. Joining

Toastmasters gives the benefit of improving public speaking skills, but also access to a worldwide network of professionals and the opportunity to participate in many different competitions and conferences.

Conclusion

Although meetings are two hours, they fly by because everyone is entertained and in a safe space to improve, learn and try new things. The club strongly supports a friendly and open-minded mentality as to make everyone feel welcome. The overall aim of Toastmasters is for everyone to grow their speaking and leadership skills and then apply what they learned to their jobs and daily lives. Due to the number of clubs worldwide, one can continue their Toastmasters experience everywhere they go. If you are interested in joining Toastmasters, feel free to stop by a meeting. Toastmasters meetings are hosted every first and third Wednesday of the month in both Geneva-based clubs, and they are more than happy to have potential new members drop in. ■



- 1 *Is Public Speaking really more Feared than Death?* by Karan Kangas Dwyer and Marlina M. Davidson
- 2 Past FICSA intern
- 3 FICSA intern from Baldwin Wallace University
- 4 WHO Staff who is currently serving as FICSA's General Secretary
- 5 ungeneva.toastmastersclubs.org
intergeneva.toastmastersclubs.org

Entretien avec Jean Ziegler

MARIE-JOSÉ ASTRE-DÉMOULIN

Il faut obéir à la boussole de l'utopie.

«Le capitalisme est le plus créateur, inventif, dynamique des modes de production. Il a créé d'immenses richesses en quelques générations. C'est aussi une machine terrible, monopolisée par des oligarchies puissantes qui dictent leurs lois même aux états les plus forts du monde et qui a créé un ordre cannibale pour une majorité d'êtres humains. Toutes les cinq secondes, un enfant de moins de dix ans meurt de faim ou de ses suites immédiates, selon la FAO».

C'est ainsi que Jean Ziegler commence notre entretien et c'est aussi la thèse qu'il développe dans son nouveau livre: «Le capitalisme expliqué à ma petite-fille, (en espérant qu'elle en verra la fin)», Editions Seuil, 2018. Dans cet ouvrage, cette personnalité emblématique de la gauche en Europe déroule une argumentation radicale, dont il n'a jamais dévié depuis son entrée en politique.

Le marché mondial doit cesser de décider de la distribution des biens.

Il s'enflamme tandis qu'il parle de «l'obscurantisme néo libéral qui dit qu'il existe une seule instance régulatrice qui est le marché mondial et qui fonctionnerait selon les lois de la nature.»

«Ça bétonne la conscience, ça détruit les forces immunitaires, ça fait croire à l'homme qu'il est impuissant!» s'indigne-t-il

en citant chiffres et statistiques sans s'aider du moindre support papier.

La réforme du capitalisme est impossible.

«L'esclavage, on ne peut pas le réformer, le colonialisme on ne peut pas l'humaniser, la discrimination des femmes on ne peut pas transiger. Sur tous ces sujets, il a fallu des transformations radicales, ouvrir la voie du tout autre!», déclare-t-il avec un ton d'évidence devant lequel nous ne pouvons que nous incliner.

Et il ajoute ensuite, grave et déterminé: «Pour le capitalisme, c'est la même chose, il faut l'éradiquer, on ne peut pas le transformer. Nous portons en nous l'espérance d'un monde plus juste, plus heureux, il nous faut le faire exister.»

Le mystère de la liberté tient à l'art de créer des fissures.

Homme de culture, Jean Ziegler récite des bribes d'un poème de Antonio Machado «Caminante, no hay camino: se hace camino al andar. Al andar se hace camino» (Tandis que tu marches il n'y a pas de chemin: le chemin se trace au fil de la marche. Au fil de la marche se trace le chemin.)

Il encourage à la révolte en citant Che Guevarra qui disait que «les murs les plus puissants tombent par des fissures». Il souligne que «en 1789, quand les ouvriers du Faubourg Saint-Antoine marchaient sur la Bastille, ils ne savaient pas qu'ils écrivaient les premières



© Marie-José Astre-Démoulin

lignes de la Constitution de la République française.»

«C'est le mystère de la liberté libérée dans l'homme, il faut obéir à la boussole de l'utopie», conclut-il, pensif.

Il n'y a pas de civilisation sur terre sans le respect de la Charte des Nations Unies et la Déclaration universelle des droits de l'Homme.

Lorsque je lui demande quel est, pour lui (qui est aujourd'hui Vice-Président du Conseil consultatif du Conseil des Droits de l'homme), le rôle de l'ONU dans les combats vers davantage d'égalité et de justice, il me raconte une mission officielle qu'il a effectuée dans un pays d'Amérique latine en tant que Rapporteur spécial pour le droit à l'alimentation.

«Les ouvriers agricoles se méfiaient de nous au départ, craignant que nous ne soyons des représentants des propriétaires terriens. La troisième nuit, ils se sont réunis sur la place du village et je leur ai expliqué qu'ils pouvaient nous parler, que l'ONU c'est la sécurité collective, le respect des droits de l'homme, la souveraineté populaire et la solidarité. J'ai senti qu'en eux renaissait l'espoir. Et c'est ça les Nations unies: l'utopie que nous portons en nous. La Charte et la Déclaration sont les porteurs de cette espérance. Il n'y a pas de civilisation sur terre sans le respect de la charte et du principe de la déclaration universelle.»

Je me suis alors sentie fière d'appartenir à notre grande maison et d'obéir ainsi, à ma manière et en dehors de toute prise de position politique, à la boussole de l'utopie. ■



© Silvia Schwarte

“Escalator”

Club Photo International (CPI) annual photo exhibition and competition – “Exposures”

SARAH JORDAN, DEPUTY EDITOR

The United Nations Club Photo International’s annual exhibition will be held from 11-21 February in the exhibition gallery in the E building at the Palais des Nations. The exhibition will showcase the work of 12 club members, who will each present up to three of their favourite pieces in the format and frame of their choice. There is no imposed subject, so this exhibition promises to be eclectic!

The *vernissage* will take place on Monday 11 February at 6.30 p.m.

Visitors to this exhibition will have a very important role to play this year. In the past, professionals have decided on the best photo, but this year the public will vote by choosing their favourite photographer, whilst in the exhibition space. An added incentive to vote is that all those who choose the winning picture will also

receive a prize – one year of free membership of CPI!

The *finissage* and awards ceremony will take place on Thursday 21 February at 6.30 p.m.

CPI was founded in March 2006 and is a club for people who are interested in photography, be it taking pictures, admiring pictures, or both. All levels are welcome – interest, curiosity and the desire to spend an enjoyable moment are the only prerequisites. In 2018, members attended informal sessions on themes including photo management and backup; outdoor night and low-light shooting; a photographer that inspires me; adventures in Iceland and aerial photography. They also enjoyed an encounter with professional photographer, Nicholas Lapite, a visit to club member Silvia Schwarte’s exhibition at Espace Santé Bellevue as well as informal get-togethers at the Intercontinental Hotel and UN Port and an end-of-year



© Georges Emmenegger

“Eaux et lumières ”

general assembly with a public slideshow of members’ photos at the Boléro restaurant in Versoix. There is also a monthly assignment on Facebook to which members can post. The annual subscription is just 50 CHF – a small price to pay to improve your photographic skills and meet people who share your interest. To become a member, you must be a current or retired staff member of the UN Office at Geneva or

any of its specialized agencies. Staff of accredited NGOs and permanent missions, interns at the UN, accredited journalists and UN staff family members are also accepted.

Various projects are planned for the year ahead of which further details can be found on the Club’s website: <http://clubphotointernational.com> or contact the Club at cpigeneva@gmail.com. ■



Contraste saisissant de couleurs avec ce champ de moutarde planté parmi ce désert rocailleux.



Avec la sécheresse qui sévit au Ladakh, seuls les très hauts sommets sont recouverts de neige.

Ladakh partie ²/₃ Calme et sérénité

Au nord de l'Inde, dans l'État du Jammu-et-Cachemire situé au cœur de l'Himalaya, le Ladakh offre de nombreux parcours de trek tous plus beaux les uns que les autres parmi les plus hauts et magnifiques sommets du monde.

CLAUDE MAILLARD

Après avoir laissé Leh derrière nous (voir le *UN Special* du mois d'octobre 2018), nous empruntons la route qui serpente le long de la vallée de l'Indus en direction de Likir, point de départ de notre trek. Passé Nimo, là où la rivière Zaskar se jette dans le fleuve Indus qui poursuit son chemin vers le Pakistan, notre véhicule s'engage sur une route étroite qui nous mène à Ney. Quelques maisons sont éparpillées dans la campagne parmi les cultures. Nous aurons du mal à trouver

celle où vit la famille de Diskit qui devrait nous accompagner durant tout le voyage.

Diskit, aspirante guide

Agée de 19 ans, Diskit n'a pas envie de quitter le Ladakh pour poursuivre ses études à Delhi. Attachée à sa si belle région, elle aimerait devenir guide pour la faire découvrir aux touristes. Mais pas facile de faire sa place dans un métier jusqu'alors réservé aux hommes. Sohan Bahadur Gurong, directeur de «Adventure Tours» qui a concocté notre expédition, va

lui donner cette chance: pouvoir réaliser son rêve. Diskit fera ses premiers pas dans le monde de la haute montagne parmi nous. Mais avant cela, elle doit avoir le feu vert de son père, que nous allons rencontrer. Blottie au pied d'un éperon rocheux, entourée de champs d'orge, la maison familiale nous ouvre grand ses portes et nous sommes chaleureusement accueillis. Ancien muletier, Gyalpo, le papa de Diskit, s'est reconverti dans le transport après un accident de travail. Sa maison, où il vit avec sa femme Yourol et ses quatre enfants Nurboo, Chopel, Sonam et Diskit est pratiquement neuve. L'ancienne, construite en contrebas au bord de la rivière, a été désertée après les dramatiques crues de 2010.

Après avoir dégusté l'incontournable thé au beurre accompagné de naans, délicieux pains indiens au fromage, il nous reste à persuader Gyalpo de permettre à sa fille de nous

accompagner pendant les deux semaines que va durer notre trek. Bien que soucieux pour l'ainée de ses enfants, il souhaite avant tout son bonheur et ne pourra faire autrement que d'accepter. Diskit est soulagée. Parlant un peu le français appris lors d'un séjour en Suisse, elle nous sera d'une grande utilité pour converser avec le restant du groupe ladakhi qui va nous assister.

Rendez-vous avec Lopsang

Dirigé par le frère cadet du dalaï-lama, le monastère de Likir est l'un des plus importants et anciens du Ladakh. Construit au XI^e siècle, il abrite aujourd'hui une communauté d'une centaine de moines bouddhistes de la branche Geluppa, et près de 30 étudiants suivent les cours dans les écoles qui y sont rattachées. Avant de rejoindre le village construit en contrebas, point de départ de notre trek, nous serons comme d'habitude reçus par Lopsang et conviés à



© Claude Maillard

Diskit radieuse d'avoir retrouvé sa grand-mère Dolker lors de notre passage à Hemischupachen.

partager son déjeuner. Il n'a pas pris une ride depuis notre première rencontre il y a cinq ans! Toujours aussi jovial, rayonnant et souriant, et toujours le même accueil si chaleureux.

Ami de Renée, l'organisatrice de notre voyage au Ladakh qui parraine quelques élèves du monastère, Lopsang a fait de longues études et détient le titre de Geshé. Son cursus d'études a comporté six sujets principaux dont la Perfection de la Sagesse, la Voie médiane, la Discipline, et la Connaissance. Avec beaucoup de nostalgie nous devons nous séparer de notre hôte pour rejoindre Yangtang où nous passerons la nuit. Encaissé au fond d'une vallée dominée par de hautes montagnes au relief très tourmenté, notre sentier est jalonné de nombreux chortens et murs de pierres gravés de la fameuse prière sacrée *Om Mani Padme Hum*. Perdu au milieu de nulle part, le minuscule village de Yangtang nous apparaît à l'horizon, perché sur une petite colline verdoyante au pied de laquelle coule une rivière. Une dizaine de maisons sont regroupées autour d'une pittoresque place centrale sur laquelle est érigé un moulin à prières. De la main droite nous devons le faire tourner dans le

sens des aiguilles d'une montre afin de répandre les mantras dans les airs. Ici la vie est rude. Durant les trois mois de l'hiver, les habitants restent calfeutrés chez eux, blottis au coin du poêle qui chauffe une seule et unique pièce dans laquelle toute la famille est réunie. Tsiaring, la grand-mère paternelle de Diskit habite à cet endroit. Le lendemain, c'est son autre grand-mère Dolker qui se fera un plaisir de nous recevoir chez elle un peu plus loin dans le village de Hemischupachen. Elle vit là toute seule dans une grande maison. Diskit qui n'avait pas vu sa «mamie» depuis plus d'un an a passé toute son enfance ici et les retrouvailles sont émouvantes.

L'endroit, dominé par une immense statue de bouddha, offre de nombreuses possibilités de randonnées dans les alentours. Nous y poserons nos valises pour deux jours, juste pour le plaisir de gravir quelques cols avoisinant les 4000 mètres, dont celui de Tser Mang Chan où nous accrocherons des drapeaux à prières. Selon les adeptes du bouddhisme tibétain, le vent qui souffle, caresse au passage les formules sacrées imprimées dessus, les disperse dans l'espace et les transmet ainsi aux



© Claude Maillard

A Likir, Lopsang entouré de quelques élèves étudiant dans les écoles rattachées au monastère.

dieux et à tous ceux qu'il touche dans sa course.

Monastères d'Alchi et de Lamayuru

Les paysages dans lesquels nous évoluons pour rejoindre Timisgang sont d'une beauté fascinante, inexprimable, tellement ils paraissent irréels. Parmi cette multitude de couleurs pastel, on s'imagine projeté dans un monde fait d'aquarelles, à la douceur de vivre sans pareil. Au loin, blottie dans cet écrin, se détache une petite oasis de fraîcheur dans laquelle sont regroupées une poignée de maisons le long d'un torrent. C'est Timisgang, village d'où nous partirons visiter le monastère d'Alchi. Diskit nous quitte provisoirement pour s'occuper de l'installation de notre prochain bivouac situé à Kanji, hameau perché à 4100 mètres d'où débutera réellement demain notre randonnée en altitude.

Composé de cinq temples, Alchi est l'un des seuls monastères des XI^e et XII^e siècles subsistant au Ladakh. Il présente des bois sculptés polychromes et des fresques murales absolument superbes, les plus anciennes du pays. Sumtseg, le temple principal qui s'élève sur trois étages, est construit dans le

style cachemire. Il se caractérise par une admirable façade en bois sculpté et renferme de nombreuses statues dont trois bouddhas de 5 mètres de haut.

Contrairement à Alchi construit en plaine, Lamayuru surplombe la région du haut de l'éperon rocheux sur lequel il est bâti. Les bâtiments du monastère dominent un paysage fabuleux et surréaliste, fait d'argile teinté d'un fantastique ocre-jaune. Un ancien lac asséché depuis plusieurs centaines d'années forme aujourd'hui une cuvette rocailleuse, tapissée de cheminées de fée façonnées au fil du temps par l'eau et le vent. Au détour d'un virage, après avoir traversé ce paysage lunaire, on aperçoit le monastère qui se dresse face à nous. Fondé par Skyoba Jigten Gampo à la fin du XI^e siècle, il appartient à la lignée Drikung de l'ordre Kagyudpa et il héberge 200 moines dont une cinquantaine de moinillons.

C'en est terminé des monastères pour nous; demain, début d'un périple de huit jours en autonomie totale, la tête dans les étoiles, parmi les hauts sommets himalayens. ■

Suite de l'aventure à suivre dans le prochain numéro d'*UN Special*.

Thank you from the 1% Fund for Development

The 1% for Development Fund¹ wishes to thank all who supported and participated in the various fund raising events this year.

RUANE BRIAN

A raffle was held on 21 March, and ticket sales were held at UNOG, ILO, WIPO, WHO, as well as OHCHR. Thanks to the generous support of our sponsors and friends of the fund, we were able to offer some great prizes including accommodation in a five star hotel in Egypt for a week, a 500 dollar reduction on a holiday package courtesy of Odyssey Tours (now Odynovo) and Balloon rides courtesy of Ballons du Lemman.

On a sunny October Saturday, the third Annual Charity Golf competition took place at the Jiva Hill Resort in neighbouring France. A good day was had by all, and after some enjoyable golf, which saw Scott Jamieson score a hole in one on the 194 metre 16th hole, all retired to the Jiva Hill clubhouse for a cocktail and prize giving ceremony.

We really appreciate the support of the Jiva Hill staff in the organisation of the event and to our many partners who generously supplied the wonderful prizes.

These were just two of our fund mobilisation efforts. Craft sales were also organised throughout

December at UNOG, ILO, WTO and OHCHR. These were generously supported. ■

¹ The 1% for Development Fund is an association of staff members of the United Nations system and other intergovernmental organizations, retired staff, and other like-minded individuals who contribute 1% of their salary to small-scale projects in developing countries. The 1% Fund is officially registered with the Canton of Geneva and the Swiss Federal authorities. It is tax exempted. Fund members contributions are tax-deductible. The 1% Fund incurs no administrative costs because it is fully managed by members on a voluntary basis and benefits from the kind donation of an office space in the ILO building in Geneva.

POVERTY ANYWHERE IS A DANGER TO PROSPERITY EVERYWHERE.

The International Labour Organization is celebrating 100 years of advancing social justice and promoting decent work. Find out how ILO works on issues such as helping people work their way out of poverty at ilo.org/100

100
1919-2019
SOCIAL JUSTICE
DECENT WORK

Message du rédacteur en chef

Vous aimeriez partager votre opinion sur le magazine et son contenu ?

N'hésitez plus et écrivez-nous !

Nous serions heureux de recevoir votre avis. Les plus pertinents, les plus intéressants, les plus originaux seront publiés dans le magazine.

Si vous souhaitez proposer un article, n'hésitez pas à me contacter à tout moment.

Et maintenant, à vos plumes !

Adressez vos commentaires à :

Alex Mejia, rédacteur en chef – UN Special
Palais des Nations, CH-1211 Genève 10, Suisse
Par courrier électronique: alex.mejia@unitar.org

Message from the editor-in-chief

Would you like to share your opinion about *UN Special* and its contents ?

Write to us!

We will be glad to hear from you. The most interesting, relevant, or even ingenious responses will be published in the magazine.

Should you wish to submit an article, please do not hesitate to contact me at any time.

Now, put pen to paper!

Send your thoughts to:

Alex Mejia, Editor-in-chief – UN Special
Palais des Nations, CH-1211 Geneva 10, Switzerland
By email: alex.mejia@unitar.org

UN Special

UN Special

Palais des Nations, bureau C507
1211 Genève 10
sarah.bencherif@unitar.org
www.unspecial.org

In New York: office AB-0829

Alex Mejia

Rédacteur en chef/Editor-in-chief

Garry Aslanyan

Rédacteur adjoint/Deputy Editor

Sarah Jordan

Rédacteur adjoint/Deputy Editor

Sarah Bencherif

Coordinatrice éditoriale/Editorial Coordinator

Catherine Peck-Arif

Trésorier/Treasurer



Éditeur / Publisher

Publicité / Advertising

CEP S.A.

Quai Gustave-Ador 42, 1207 Genève
T. +41 22 700 98 00 – F. +41 22 700 90 55
cepbarbara@bluewin.ch

Imprimé sur du papier certifié FSC.

Tirage: 10 500 exemplaires

La revue officielle des fonctionnaires internationaux des Nations Unies à Genève et de l'Organisation mondiale de la Santé.
The official magazine of the international civil servants of the United Nations at Geneva and of the World Health Organization

Les opinions exprimées dans UNS sont celles des auteurs, et non forcément celles de l'ONU, de l'OMS ou de ses agences spécialisées. La parution de ce magazine dépend uniquement du support financier de la publicité prise en charge par une régie.

The opinions in UNS are those of the authors, not necessarily those of the United Nations, the WHO or its specialized agencies. The publication of this magazine relies solely on the financial support of its advertisers.

Impression / Printer

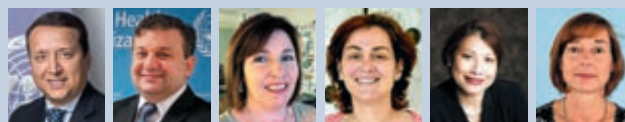
Courvoisier-Attinger Art graphiques SA
135, chemin du Long-Champ – 2504 Bienne
T. +41 32 344 83 84
www.courvoisier.ch

Graphisme / Design

Atelier Schnegg+ – Michel Schnegg
Rue du Simplon 5, CH-1207 Genève
T. +41 22 344 72 90 – F. +41 22 340 24 11
www.atelier-schnegg.ch

Composition du bureau de rédaction

Composition of the Editorial Board



Alexander Mejia Garry Aslanyan Sarah Jordan Prisca Chaoui Gemma Vestal Veronica Riemer

Site internet

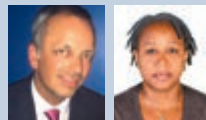
Website



Oleksandr Svirchevskyy

Présidents des associations du personnel

Staff association presidents



Ian Richards, UNOG
Marina Appiah, WHO

Appelez le **022 700 98 00** pour toute
réservation publicitaire dans **UN SPECIAL**

C.E.P. SA
42, quai Gustave-Ador
1207 Genève
Tél.: 022 700 98 00
Fax: 022 700 90 55
e-mail: cepbarbara@bluewin.ch



Régie publicitaire exclusive **UN SPECIAL**

Editeur & Régie Publicitaire de Revues
Institutionnelles et Corporate

THE 7

CONÇUE POUR LES PLUS
HAUTES EXIGENCES



BAYERISCHE MOTOREN WERKE

Emil Frey SA

1211 Genève

www.bmw-efsa-geneve.ch