

UNtoday



THE FUTURE OF WORK

The Perspective
of UN Staff members

Interview with
Shireen Dodson,
UN Ombudsman

World Wildlife
Day 2020

Think safer, BETTER, longer living.

Supplemental health insurance for
UN, ILO and WHO staff members

www.gpafi.org



Think



www.uniqa.ch



ALEXANDER MEJIA
Editor-in-chief / Rédacteur en chef

This is a special editorial. It is the first of what we hope becomes a long line of welcome messages to introduce every edition of our new magazine, *UN Today*.

After more than 70 years, *UN Special* has been replaced by *UN Today*, given the changing nature of our readership.

UN Today will continue a long tradition of editorial excellence, but at the same time will aim to provide a coverage more focused on UN staff affairs. We would like to better serve you by providing specialized content that better reflects the reality at the Palais des Nations and at United Nations entities in Geneva.

And to start this new chapter, what could be better than to dedicate this first edition to "The Future of Work"? We all have expectations and uncertainties about what our job environment will become in the years to come and we certainly understand that we must adapt to digitalization, hyper globalization, robotics and artificial intelligence, in order to fulfil our duties.

However, the UN has an idiosyncratic culture that requires a different kind of analysis. Our leaders sometimes fail to recognize that, and attempt to "import" practices that pertain to another universe. One example is the reduction of permanent positions and the increase of temporary contracts. In the private sector that seems to be the norm, as today more than 40 per cent of employees around the world are considered non-permanent workers. But the specific nature of our jobs requires other types of considerations. Or would you trust ultra-delicate functions to preserve world peace, disarmament and human rights – to name only a few of our roles –, to workers that have no real understanding of the ethos behind our craft and a low sense of mission when performing their duties?

The future of work offers unparalleled opportunities, but also significant challenges. The future of work is now. You are invited to enjoy this edition and to write to us with comments and contributions. *UN Today* is indeed YOUR magazine. ▶

After more than 70 years, UN Special has been replaced by UN Today, given the changing nature of our readership.

Cet éditorial est exceptionnel. Il est le premier message de bienvenue dans un numéro de notre nouveau magazine, UN Today, et nous espérons que beaucoup d'autres suivront.

En plus de 70 ans de parution, le lectorat de UN Special a évolué. C'est pourquoi ce magazine laisse la place à UN Today.

UN Today perpétuera une longue tradition d'excellence, mais sa ligne éditoriale sera davantage axée sur les questions intéressant le personnel de l'ONU à Genève. Notre objectif est de mieux vous satisfaire en recentrant son contenu sur la vie au Palais des Nations et dans les différentes entités des Nations Unies à Genève.

Et pour tourner cette nouvelle page, quoi de mieux que de consacrer le premier numéro à «L'avenir du travail»? Nous nous posons tous des questions sur ce que deviendra notre environnement de travail dans les années à venir, et nous savons notamment que nous devons nous adapter, entre autres, à la numérisation, à l'hyper-mondialisation et à l'intelligence artificielle.

Nous savons également que les Nations Unies constituent un environnement à part, qui doit être abordé avec des outils d'analyse spécifiques. Nos dirigeants ne le reconnaissent pas toujours et tentent d'«importer» des pratiques qui s'appliquent à d'autres univers. Prenons pour exemple la réduction des effectifs permanents et l'augmentation du nombre de contrats précaires. Dans le secteur privé, où aujourd'hui plus de 40% des employés dans le monde sont considérés comme des travailleurs non permanents, cela semble être la norme. Pourtant, une telle norme ne correspond pas à la nature spécifique de nos missions. Confieriez-vous ces tâches très délicates que sont le maintien de la paix dans le monde, le désarmement et le respect des droits de l'homme – pour n'en citer que quelques-unes – à des employés qui n'adhèrent pas vraiment à nos valeurs et qui ne sont pas pleinement investis dans leur mission?

L'avenir nous réserve des opportunités sans précédent, mais aussi des défis majeurs. L'avenir du travail, c'est maintenant. Nous vous souhaitons bienvenue dans ce premier numéro et vous invitons à nous écrire pour nous faire part de vos observations, mais aussi à nous envoyer vos contributions. UN Today est en effet VOTRE magazine. ▶

En plus de 70 ans de parution, le lectorat de UN Special a évolué et ce magazine laisse la place à UN Today.

IMPRESSUM

UN Today

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

Alex Mejja

Rédacteur en chef / Editor-in-chief

Sarah Bencherif

Coordinatrice éditoriale /
Editorial Coordinator

Publicité / Advertising

PCL Presses Centrales SA
Régie Publicitaire et abonnements
Av. de Longemalle 9 / CP 137 /
1020 Renens 1
T. +41 21 317 51 72
regiepub@pcl.ch
www.regiepub.pcl.ch

Impression / Printer

PCL Presses Centrales SA
Avenue de Longemalle 9
1020 Renens
T. +41 21 317 51 51
www.pcl.ch

Graphisme / Design

GraphicTouch
Grand-Rue 93
1110 Morges
T. +41 21 802 43 58
www.graphictouch.ch

Layout

Diane Constans-Marsens
Pierre Maleszewski
GraphicTouch – Morges

Tirage 10 500 exemplaires

La revue officielle des fonctionnaires
internationaux des Nations Unies à
Genève.

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

*The official magazine of the international
civil servants of the United Nations at
Geneva.*

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



MIXTE
Papier issu de sources responsables
Paper from responsible sources
FSC® C081883

SOMMAIRE / TABLE OF CONTENTS

Éditorial / Editor's note	3
Sommaire / Table of contents	4
GROS PLAN SUR... / FOCUS ON... L'AVENIR DU TRAVAIL / THE FUTURE OF WORK	
The Perspective of UN Staff members	5
Views from the International Labour Organization	8
New ways, #NewWork. Reshaping our workplace culture for the future	12
Navigating to the Next UN: Views from Young UN on the future of work	14
On ne badine pas avec la qualité	18
The emergence of new business models	20
3 QUESTIONS À / 3 QUESTIONS TO	
François Guichard, Secrétaire à la CEE-ONU du Groupe de travail des véhicules automatisés/autonomes et connectés	22
LES PHOTOS DU MOIS / PHOTOS OF THE MONTH	
Bazar international annuel	24
La Fête des enfants	25
VU DE L'INTÉRIEUR / INSIDE VIEW	
UN Pension Fund: two steps forward, one step back	26
UN Secretariat lagging behind on internship reform	29
Interview with Shireen Dodson, UN Ombudsman	30
AFFAIRES INTERNATIONALES / INTERNATIONAL MATTERS	
World Wildlife Day 2020	32
30th Anniversary of the International Search and Rescue Advisory Group	34
LOISIRS ET CULTURE / LEISURE AND CULTURE	
4' Corners of Expression. Political refugee and vlogger Abdul Aziz Muhamat	36
4' Corners of Expression. Award winning singer and human rights defender Ani Zonneveld	38
Le Club de course à pied des Nations Unies à Genève	40
Harvesting Olives in the Drôme Provençale	41
La Suisse inconnue: voyage à la découverte des 26 cantons. VII Canton de Soleure	42
DIVERS / OTHER MATTERS	
CAGI News. 49 appartements neufs dans le quartier des Nations destinés aux employés de la Genève Internationale	44

5



26



40

The Perspective of UN Staff members

Alex Mejia*

The future facilities of the Palais des Nations in Geneva – Strategic Heritage Plan / The New Hall 6.

© SKIDMORE, OWINGS & MERRILL, INC. / BURCKHARDT+PARTNER SA



The United Nations preaches to the world that we should ensure a world of social justice and decent work for all. Perhaps we should begin at home. It is always better to have a taste of our own medicine before prescribing it to others. Don't you think?

Read the following UNOG broadcast reporting an imaginary meeting at the Palais des Nations, close your eyes and imagine the situation at the renovated Alliance of Civilizations Room:

Message from the President of the UNOG Staff Coordinating Council, issued on 24 October 2030.

I write to you after the conclusion of a townhall meeting at the Palais des Nations, where UNOG staff members and staff representatives told the newly elected Secretary-General of the United Nations their apprehensions on her views about our jobs. We explained to her that we have embraced the advent of technology in the last decade and that we have

performed professionally and dutifully under changing conditions and eroding job security. She understood that we have fought against the repeated attempts to relocate some of our functions to presumably cheaper locations and that we have accepted the reduction of our salaries with a sense of duty above all else. She told us that she appreciates that despite all this, the world has witnessed the magnanimous resilience and perseverance of our committed colleagues at the United Nations in Geneva. However, today will be a day to remember, because in the face of our candid and respectful comments, the new Secretary General told us that she only inherited an organisation that offers this challenging status quo, and that we should have done our part during the last decade to ensure that we preserved the right conditions to work. Not so diplomatic for the world's top diplomat. But perhaps most importantly was the fact that she was honest enough to tell us bluntly that the future of work at the United Nations will be even more different, as we cannot avoid the embrace of artificial intelligence, robotic administrative func-

tions and a further reduction of the number of staff members. Not so much positivism and encouragement about our future work conditions. End.

Now you can open your eyes to reality. This is a hypothetical internal report of the UN Staff Coordinating Council to all UNOG personnel 10 years into the future. But perhaps its likelihood is not so hypothetical. Knowing what we know now in 2020, and having witnessed the adamant efforts of some Member States to diminish our organisational culture and our conditions of work under the guise of reducing the UN budget – and thus, their contributions –, we could perfectly find a new Secretary-General that would have campaigned and that would have been elected under promises to make our organisation 'more efficient with less financial resources'. More with less. Sounds familiar today? Yes, it does.

Our jobs will be different in the near future

The fact of the matter is that our jobs will look very different from what we have today. And it is not only the advent of new technologies and the mobility of our posts; it is the harsh reality that artificial intelligence can and will affect every possible administrative and operational function. Here at the UN and everywhere. And we should be happy knowing that we are resilient and can adapt to new conditions. Indeed, we can thrive under hyper-use of technology and automatization. That is not the problem, and the UN personnel has demonstrated consistently that we can embrace change and excel with technological innovations. The problem is how to navigate this transition. The fundamental issue for us at this present moment is to better understand what the so called 'future of work' really implies. Let's see.

The previous UNOG Director-General held several engagement sessions with the staff at the Palais in 2019. The sessions were organised around the outcome of the 2017 Staff Engagement Survey and served to postulate the 'UN Geneva 2030 Vision'. The third session focused on conceiving solutions on the theme "How We Work". The discussions considered opportunities and challenges for staff members in light of new and different ways of working, as well as on how technology and innovation may impact the work of the UN as a whole. We debated new ways of working, cross-fertilization and cross-assignments, innovation and risk-taking, improving communication and the recruitment process, work environment and post mobility, and overall the new skill-set of UN staff in the future as a requisite to foster a culture of collaboration, innovation, flexibility and efficiency in HQs and worldwide UN operations. We did welcome last year the DG's invitation to join Microsoft Teams, the online collaborative tool open to all UN Geneva staff that strengthens our use of technology and facilitates collaboration, team building, conferencing and file-sharing, as a way to foresee what could be the future of our work.

New opportunities and challenges

Our colleagues at the ILO recently released a series of publications and a dedicated website by the name: 'The Future of Work We Want'. The premise is that the world of work is undergoing a profound transformation. Uber-mobility and technological change are creating new paths to prosperity but are also disrupting existing work arrangements. Digital and technological advances – including information and communication technologies – create new opportunities for workers and enterprises, but that's just the tip of the iceberg, they said. The series postulates that conflict, climate change, shifting demographics, migration and changes in the organisation of work will greatly affect all societies, organisations, workers and enterprises. The demand for some jobs will change, other jobs will disappear, and many may not resemble what they used to. As this constitutes an eye-opening alert, the ILO decided to establish the Global Commission on the Future of Work, made up of senior government officials, prominent academics and representatives from major workers' and employers' organisations. Perhaps UNOG should think of something similar, including staff representatives, of course.

A human-centred agenda for the future of work at the United Nations

The ILO Commission undertook an in-depth examination of the future of work, to provide the analytical basis for the delivery of social justice in the 21st century. It called for a human-centred agenda that strengthens the social contract by placing people and the work they do at the core of economic and social policy and business practice. This agenda consists of three Pillars of Action, which in combination would drive growth, equity and sustainability for present and future generations: 1. increase investment in people's capabilities; 2. increase investment in the institutions of work; 3. increase investment in decent and sustainable work. This clear vision of what needs to be done is aligned with the four Pillars of Decent Work that we all know at the UN: 1. standards and rights at work; 2. employment creation and enterprise development; 3. social protection, and; 4. social dialogue.

We all know that human history has shown that the challenges humanity faces can be overcome when we all work together. The future of work at the United Nations should be envisioned under that premise. UN Member States, UN management and UN staff should share a common view and should work together to ensure job security that leads to increased productivity and the fulfilment of our collective mission. If the United

Nations preaches to the world that we should ensure a world of social justice and decent work for all, perhaps we should begin at home. It is always better to have a taste of our own medicine before prescribing it to others. Don't you think? ▶

**If the United Nations
preaches that we should
ensure a world of social
justice and decent work
for all, perhaps we should
begin at home.**

* Editor-in-Chief of UN Today and Division Director at the United Nations Institute for Training and Research (UNITAR).

Miele



LA NOUVELLE GÉNÉRATION 7000

LA PERFECTION REDÉFINIE

WWW.MIELE.CH/GENERATION7000

#LifeBeyondOrdinary

The future of work

Rossana Merola*



© SHUTTERSTOCK

There are growing concerns that robots and artificial intelligence will soon replace humans, hence the role of businesses and governments become crucial to avoid job losses and higher inequality.

Recent progress in artificial intelligence has been stunning; machines are taking phone calls, understanding questions and suggesting solutions, often much faster and efficiently than humans. The share of automation patents over the total has increased from 25 per cent in 1975 up to 67 per cent in 2015 (see Figure 1).

Will artificial intelligence and robots generate a jobless future?

There are growing concerns that the increased use of various digital technologies will lead to job losses as human work is replaced by robots and artificial intelligence. Many studies have tried to assess the possible job destruction impact of robotisation and artificial intelligence. Among these studies, Frey and

Osborne (2017) estimate that 47 per cent of jobs in the United States and 37 per cent in the United Kingdom are at risk of automation. A very similar outlook emerged from a McKinsey study, which estimates that 60 per cent of all occupations can potentially be automatised. According to the World Bank (2016), in developing countries an even higher percentage of jobs are at risk. In the same vein, Carbonero et al. (2018) argue that while the employment effects of robotisation are rather small in developed countries, employment losses are much more pronounced in emerging countries and are mostly due to robot-driven reshoring.

What all these studies have in common is that they focus on *potential* gross job destruction. Nevertheless, so far there is no evidence that job loss is mounting. In the recent years, we have now reasons to believe that artificial intelligence is likely to affect specific tasks and not full occupation, since we have to consider the coexistence of three effects: task-substitution, task-complementarity and creation of new jobs.

In the case of matching applications (e.g. LinkedIn, Amazon), existing tasks are being taken over, often in a more efficient way, through algorithms that allow the matching of supply and demand more rapidly and more precisely.



In the case of classification tasks, AI-based applications help workers involved in such tasks but without substituting human workers. An example might be robotic surgery or computer-assisted surgery which allows surgeons to perform surgical intervention remotely. In this case, there is no substitution, but a kind of "cobotisation", that is a co-working between humans and artificial intelligence.

Finally, as regards process-management tasks, AI-based applications often carry out tasks that no human workforce is capable to perform. Moreover, the digital economy has created new jobs (e.g. AI-programmers, e-commerce specialists, apps and software developers, crowd-workers, influencer and those working on social media).

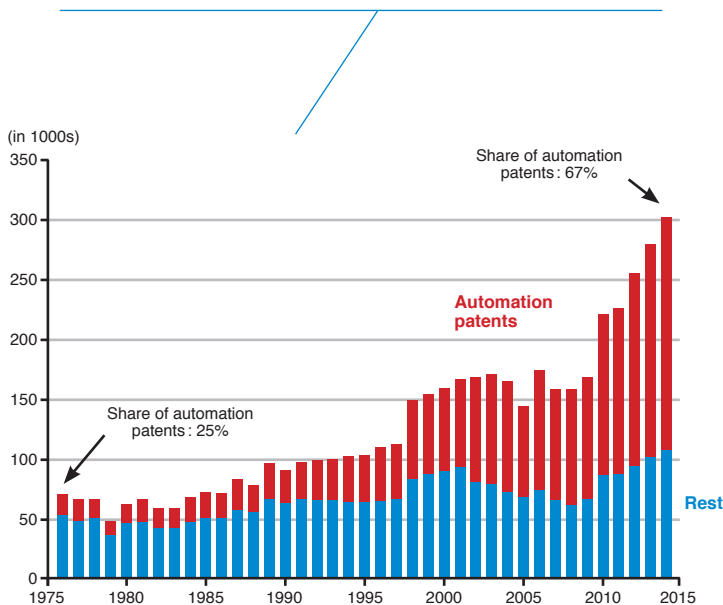
Keeping this in mind and considering the scarcity of data on artificial intelligence, it is difficult nowadays to predict the overall effect of artificial intelligence on jobs. This is why policies are relevant in order to minimize possible negative effects and make sure that gains from artificial intelligence are equally shared.

Should we expect more inequality?

While the evidence is not conclusive with regard to employment lost through digitalization and artificial intelligence, there seems to be clearer evidence concerning the impact on inequality. If we assume that computing costs is an accurate proxy for artificial intelligence – since decreasing computing costs have led to an explosion in installed

Figure 1:

The chart shows the total number of automation patents in thousands. The red part of the bar represents the share of automation patents, while the blue part measures the rest. SOURCE: MANN AND PÜTTMANN, 2018



Save 7.5 cts./l on fuel with TAMOIL

With the TAMOIL – UNOG Staff Council loyalty card, obtain a discount of CHF 30.- for every 400l of fuel purchased



How it works:

1. Pick up a UNOG Staff Council loyalty card at Office C527 at the Palais des Nations
2. Refuel at a TAMOIL service station with shop in the cantons of Geneva or Vaud*
3. Show your UN badge and collect a stamp for every 10 liters of fuel
4. Exchange the completed loyalty card for a CHF 30.- credit valid on fuel on your next purchase

*except for TAMOIL Vessy, TAMOIL Aubonne and TAMOIL Perly Route de St. Julien 286

computing power and storage capacity – we do observe that since mid-1980s automation has not been associated to increasing job destruction, rather than to increasing inequality (see Figure 2).

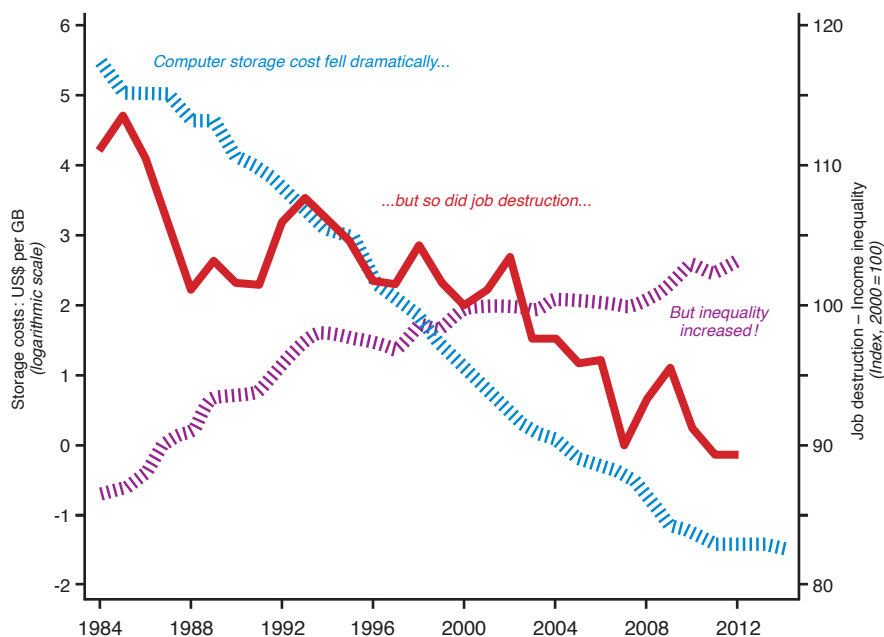


Figure 2:

Job destruction rate is a weighted average of Australia, Belgium, Canada, Denmark, France, Greece, Ireland, Italy, Japan, Luxembourg, Netherlands, Sweden, United Kingdom and United States.

SOURCES: ILO, LABOUR FLOWS DATABASE, 2013; OECD, LABOUR FORCE STATISTICS; MUEHLHAUSER, 2014.

Technological progress in recent years appears to be resulting in greater inequality and labour market polarization. Automation due to artificial intelligence, robots and computers is likely to affect mostly middle-class job. Entry-level legal services, accounting, logistics and retail will see many tasks replaced by machines which require little oversight or maintenance by employees. Experience suggests that, rather than become unemployed, a growing number of those displaced will compete downwards, leading to further job polarisation. However, according to a recent study by Michael Webb, artificial intelligence, in contrast to software and robots, is directed at high-skilled tasks and hence is expected to have the reverse effect on inequality, since better-educated and better-paid workers will be the most affected by the new AI-based technologies. Still, this study warned that artificial intelligence will reduce 90:10 wage inequality, but will not affect the top 1% earners.

Inequality has increased not only across workers undertaking different tasks in

the same firm, but also across firms. According to a recent research conducted at the World Bank¹, wage inequality is indeed driven by wage gaps across firms, at least in Europe, which are at the same time driven by differences in the rate of adoption of digital technologies. In this era of artificial intelligence, we are witnessing the emergence of a new business model, called “surveillance capitalism”, which is based on collecting data without barriers to access and exploited with proprietary algorithms. While the data come free – and users are often all too willing to give up their privacy – data collection is not since it is protected by intellectual property rights. While on the one side the rise of new “big data” platforms, which are able to collect huge information on consumer behaviours and preferences, certainly enhances the efficiency of the economy, on the other side “big data” have encouraged the emergence of “superstar” firms that are pulling away from the rest of the economy. These “superstars”, mostly digital companies such as Facebook, Google, Amazon and Netflix, concentrate profits and wealth as they collect and exploit vast amounts of data for their algorithms to individualise prices and product offers. The underlying network externalities allow innovative “superstar” firms to first enter

the market and gain market power, leaving new entrants little chance to compete for market shares or profits. Not surprisingly, concentrated winner-take-all markets is associated with the fall in the labour share.²

What to do for a more inclusive growth?

Inclusive growth and decent work for all workers constitute the social dimension of Sustainable Development Goal 8 (SDG 8) in the United Nations 2030 Agenda for Sustainable Development. SDG 8 exhorts the international community to “promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”. Progress in that dimension is measured in terms of equality, fairness and justice within societies. However, the evidence suggests that most countries still have a long way to go.³

In order to prevent an undesirable lose-lose scenario – where technological change comes at the cost of mass unemployment and growing inequality – it is critical that businesses take an active role in supporting their existing workforces through re-skilling and upskilling. In addition, governments should implement effective policies to facilitate the transition to the new world of work where humans will co-work with artificial intelligence, without leaving anybody behind. In this light, a necessary step is readapting the

Policies are relevant to minimize possible negative effects & ensure gains from artificial intelligence are equally shared.

current education system to support the transit to new tasks required by AI-based technologies.

Moreover, the emergence of these “superstar” firms has raised concerns that some sectors are too concentrated. Although these “superstar” firms may not exercise market power in ways that harm consumers in the short run, policy-makers should ensure that markets remain contestable and competitive. Access to data should hence be shared at little or no cost, so that new entrants can compete. Recently, Ekkehard Ernst discussed several solutions to address potential rise in inequality in the era of “surveillance capitalism”.⁴ Considering data as a common good which allows the extraction of rents would help restore the balance between individual data suppliers and corporate platform providers. Treating data ownership as a collective-action problem can limit the increases in concentration and market power and will ultimately help to address the continuous rise in inequality. ▶

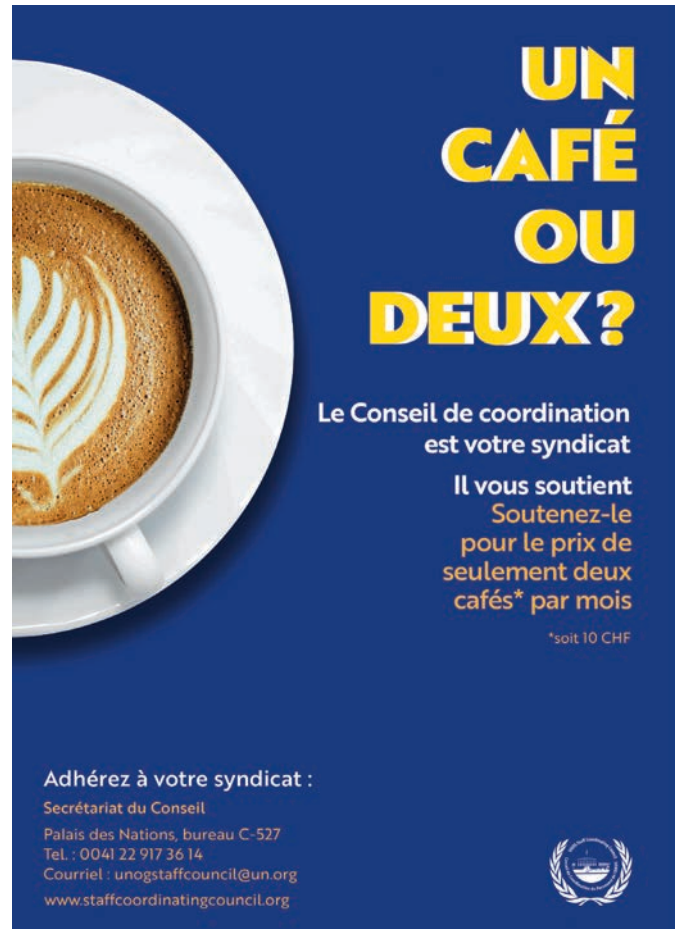
¹ Kelly et al. (2017).

² See Barkai (2017) and Autor et al. (2017).

³ For more details, we refer the reader to ILO (2019).

⁴ I refer the reader to “Big Data and its enclosure of the commons”, published in Social Europe on 12 June 2019.

* Rosanna Merola is Macroeconomist at the International Labour Organization (ILO).




**UN
CAFÉ
OU
DEUX?**

**Le Conseil de coordination
est votre syndicat**

**Il vous soutient
Soutenez-le
pour le prix de
seulement deux
cafés* par mois**

*soit 10 CHF

Adhérez à votre syndicat :
Secrétariat du Conseil
Palais des Nations, bureau C-527
Tel. : 0041 22 917 36 14
Courriel : unogstaffcouncil@un.org
www.staffcoordinatingcouncil.org



© ILLUSTRATION PALOMA REDONDO

ANNONCE



L'EMINENCE

VETRAZ-MONTHOUX

**Art de vivre ...
... douceur de vie.**

Appartements 3 et 4 pièces disponibles

Renseignements et vente :
04 50 85 02 40

SAGEC nous imaginons, vous le vivez.

ALPINA Conception Immobilière

www.sagec.fr

New ways, #NewWork

Reshaping our workplace culture for the future

Olivia Starrenburg*

As the upheaval of the Fourth Industrial Revolution is felt across the globe, businesses and organizations are struggling to keep up with the pace of change.

The United Nations is no exception. In the 2017 UN Staff Engagement Survey, more than half of respondents either doubted or disagreed that their group, or the UN Secretariat as a whole, adapts well to change, and fewer than half believed we are open to new ideas at the UN Secretariat.

While the 2017 survey showed the UN has a highly engaged workforce, staff are well aligned with organizational goals, and there is strong collaboration between co-workers, it also identified other aspects of workplace culture that need to be addressed to ensure our continued effectiveness. These included greater cooperation across different departments and groups, better performance management and accountability, improved leadership communication, and greater trust in and empowerment of staff. Some of the same concerns were echoed in the Young UN Temperature Checks on UN Reform (February and May 2019), where culture change was cited as a critical need to ensure the success of reforms.

In our current global context where an effective UN is more crucial than ever, where anticipating and adapting to future ways of working is critical to success, and where numerous internal changes are also under way, there is a pressing need to develop a more future-ready workplace culture.

#NewWork: staff driving culture change

A desire to take a proactive approach to change sparked the #NewWork culture-change initiative – initially at UN Geneva and now expanding to the Secretariat globally, says Daniela Wuerz, a #NewWork champion and local coordinator in Geneva.



"#NewWork includes a vision for the kind of workplace culture we want at the UN and a strategy for how we will nurture and drive the change we want to see. The vision draws on staff feedback from surveys, reports and engagement sessions, and as more and more colleagues get involved, we're refining that vision and further developing the strategy and action plan," she says.

The #NewWork vision is explained through five themes (see graphic). For each, a series of goals and activities has been developed.

Innovation and Risk-taking: a culture where innovation becomes mainstream and we are all empowered to seek new and better ways to solve problems and achieve our objectives; a place where managers and staff are comfortable taking measured risks and dare to fail. Actions have included several innovation-focused events, e.g. the "Dragon's Den" and 100-Day Innovation Challenges, along with trainings to equip staff and managers to take measured risks to foster innovation.

Collaborative Environment: a culture with widespread intra- and cross-departmental collaboration, learning and sharing of experiences, and effective communication within and between teams. Steps towards achieving this have included the formal-

ization of a cross-assignments scheme, the introduction of collaborative meeting techniques (e.g. "Huddles") and the rollout of digital collaboration tools such as MS Teams and Sharepoint.

Empowered Networks: a workplace where teams, reporting-lines and decision-making are organized around projects rather than organizational hierarchy, and where teams are empowered to self-manage. In 2020, there will be trainings developed for staff on working in matrix structures, and trainings for managers on mentorship and coaching. There will also be opportunities for managers to pledge their support for less hierarchical ways of working.

Fit for the Future: a culture where continuous growth is valued and all staff have opportunities to develop the necessary skills and knowledge to be effective in a rapidly-changing environment. To contribute towards this goal, trainings and briefings have been provided to staff on topics such as digital literacy, emerging technologies (e.g. AI, blockchain, virtual reality, etc.), design thinking and other innovation-related subjects.

Working Flexibly: a culture where there is broad acceptance of flexible working practices, where management of staff is based on outcomes (not physical presence) and where appropriate technologies have been adopted to support these new ways of working. To support this goal, the Secretariat's improved policy on Flexible Working Arrangements has been promoted under #NewWork, which has included training more than 220 staff and 120 managers in Geneva so far on how to effectively work remotely, or manage people who are doing so.

#NewWork in 2020

A new year brings new opportunities. For each of the five themes, the existing activities will be continued and new ones added. The #NewWork team will also be working to build the #NewWork network – staff who take a positive approach to change and are enthusiastic about guiding others through the journey to the "UN we want". People will be able to get involved by joining an online community, proposing or supporting #NewWork activities or projects, or by aligning existing ones with #NewWork. This year will also see the launch of #NewWork globally, with staff at the UNHQ involved. Liliana Uruburo, a #NewWork champion in New York, says there are many colleagues keen to get behind creating a more fulfilling and productive workplace: "We're proud to work for the UN, we care about its mission and the people it serves. We want to be successful at what we do. #NewWork offers a great creative outlet for people who have good ideas about how to improve the UN."

Colleagues wanting to find out more about #NewWork or how to get involved can visit <https://iseek.un.org/newwork> ▶

¹ Deloitte, 2017, *Rewriting the rules for the digital age: 2017 Deloitte Global Human Capital Trends* <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/central-europe/ce-global-human-capital-trends.pdf>

² February 2018, *United Nations Staff Engagement Survey*, UN Secretariat Survey Results

* Olivia Starrenburg is Internal Communications Officer at the United Nations Office at Geneva (UNOG).

ANNONCE



LE HAMEAU DES RETORNES

Megève

A proximité de l'aéroport de Genève, European Homes vous dévoile sa nouvelle résidence Le Hameau des Retornes. Été comme hiver, vous profitez à Megève d'un cadre d'exception.

Proche des pistes, les appartements du 2 au 4 pièces au style contemporain et chaleureux invitent au dépaysement.

ESPACE DE VENTE
42 route Nationale 74120 Megève



ARTISAN
DE VOTRE QUALITÉ DE VIE
À MEGÈVE

Investissez dans un lieu mythique
et partagez des moments inoubliables



VÉLO ÉLECTRIQUE OFFERT

VOTRE 3 PIÈCES à partir de **535 000 €**
GARAGE, LOCAL À SKI ET STATIONNEMENT INCLUS
LOT A103

EUROPEAN HOMES

0 800 444 800
Service et appel gratuits
europeanhomes.fr

Lot A103 d'une surface de 69,33 m² à 535 000 € selon stock disponible. Illustration et données non contractuelles. Création : bulledau.com

Navigating to the Next UN

Views from Young UN on the future of work

By Young UN*



© YOUNG UN

What does the Next UN look like and how do we get there? The article shares findings of a study by Young UN on how we can navigate from Today's UN – where too often bureaucracy impedes the UN's ability to deliver on its purpose – to Next UN, an empowered organization that establishes, upholds and defends essential values and lives by them.

How prepared is the UN for future trends and changes in ways of working? Does your organization have a culture of innovation and risk-taking? Do you have sufficient autonomy and flexibility, and opportunities for learning and career development?

Young UN, a network of more than 1,600 changemakers across the UN system set out to answer these questions and more in its recent report "Navigating to the Next UN – a journey full of potential" (<http://tinyurl.com/yun-fow>). This article highlights some of the study's main findings and recommendations and suggests what the future of work could look like at the UN.

Getting to know the terrain

The future of work has already started. Global trends are reshaping working environments, ways of working and people's expectations of employers.

Upon the request of the UN Chief Executives Board High-Level Committee on Management (HLCM), Young UN prepared a study on the future of work at the UN, primarily based upon a

© YOUNG UN



contract expires. This proportion rises to over 90% for consultants, service contract holders and temporary appointments. The majority (75%) of respondents have a planning horizon of one year or less and two thirds are actively seeking job opportunities, mainly within the UN system.

These findings point to a UN that is not sufficiently prepared for the future of work. Almost nine out of ten respondents feel their organization is not at all or only somewhat prepared for the future of work.

"Concerning future trends and changes in ways of working (e.g. new technologies, team and organisational structures, flexibility), I think my organisation is..."



Extract from survey results from the report Navigating to the Next UN.
© YOUNG UN

If these issues remain unaddressed, the UN will likely increasingly struggle to retain talent: lack of career development opportunities, poor management practices, underutilization of skills and lack of employment predictability were the most common reasons why respondents would leave the organization.

So what should Next UN look like and how do we get there? Based on the survey findings, the report outlines four shifts in mindsets, structures and practices that are needed to make the UN fit for the future of work and give its people the space, choices and security to grow:

1. From hierarchies to self-managing teams: redesigning the UN as an agile organization

Self-management enables individuals to perform management tasks freely and autonomously within a given, flexible framework but without a mechanistic hierarchy. The UN can work towards this by moving from hierarchies to networks and reimagining the role of managers to focus on enabling functions, including coaching. Self-management models could be piloted and then scaled up, if successful.

2. From competition to collaboration and transparency: creating a network of empowered, cross-functional teams

The UN has the ingredients to become the agile organization needed to achieve the Sustainable Development Goal (SDGs). But better systems to enable collaboration and to distribute authority and decision-making are needed. This entails a shift from static job descriptions, grades and contract types defining people's roles and place in the organization, to a project-based approach in which people can contribute where their skills are needed, teams gather and disperse according to needs, sourced by a unified UN system talent pool.

3. From risk aversion to innovation: enabling learning at all levels

Mainstreaming innovation across the UN requires shifts on many levels, including time and space to experiment and develop ideas, creating incentives for innovation, openness and creativity, and establishing a supporting structure that enables innovation to happen across all functions, departments and duty stations.

4. From putting employees into boxes to putting people at the centre: embracing a mobile, flexible workforce

The UN needs to act on its principles when it comes to basic employment security and social protection. The organization should offer more transparent and predictable career paths that allow for a longer planning horizon for employees, free from fear about their personal and professional future.

Concrete recommendations to support each of these shifts are summarised in box 1. The report also includes good practice examples, crowdsourced across the UN system and beyond.

Box 1 – Concrete recommendations

List of recommendations

From hierarchies to self-managing teams: redesigning the UN as an agile organization

- Redefine management to focus on enabling functions and move towards self-managing teams
- Provide expert career tracks without managerial responsibility
- Revise performance management systems and enforce compliance
- Senior management champions on calculated risk-taking
- Mandatory 360° feedback surveys
- Regular career counselling and coaching
- (Cross-UN) mentoring programs
- Compulsory management skills training
- Probation period with involvement of supervisees

From competition to collaboration and transparency: creating a network of empowered, cross-functional teams

- Invest in UN-wide tools and platforms to enable collaboration, information access and to enable people to make original mistakes and tap into the full potential of UN system
- Demonstrate commitment to transparency through actions
- Flatten hierarchies in the organization

From risk aversion to innovation: enabling learning at all levels

- Empower employees to experiment and develop ideas
- Incentivize a culture of openness, collaboration, creativity and learning from failure
- Identify and support innovations from informal networks
- Shift from hiring new staff to investing in staff development and growth
- Select for potential rather than past experience
- Transparent career development curricula
- Recognize lifelong learning as an entitlement
- Support lateral learning opportunities
- Establish portable individual training accounts
- Increase the staff development and learning budgets and allow for outside-the-box learning

From putting employees into boxes to putting people at the centre: embracing a mobile, flexible workforce

- Destigmatize flexible working arrangements
- Reconsider core working hours
- Provide information and training
- Harness technology to enable remote access and collaboration
- Provide bridge financing
- Guarantee universal social protection for all employees including consultants and interns
- Remove all barriers and inequities in contracting
- Limit number of short-term contract extensions

Time to get going

Adapting to trends in the future of work may sound like an ambitious task, particularly in the UN context. But as our study highlights, organizations that have much in common with the UN are successfully engaging in such journeys. In fact, the study itself is a good example of how new ways of working can be implemented at the UN. Young UN members were invited to join a dedicated project team that was self-organised, primarily collaborating through online platforms, shared documents and video calls. The distribution of roles and tasks was fluid and based on availability, ability, and interest of team members. Far from adding hurdles, this process enabled the timely delivery of a study presenting fresh ideas and enriched by the diversity of perspectives of its contributors.

With innovative initiatives sprouting, from innovation labs across the system to #NewWork and The Knowledge and Learning Commons to name but a few, momentum is gathering to renew the UN from within. Young UN is actively participating in the CEB task force on the future of the UN system workforce and continuing to drive change locally. In November, for example, the network piloted the *Changemakers of the UN* Programme. This programme was the first of its kind in the UN system and equipped changemakers in Geneva with the perspectives, skills and tools to effectively drive change in the UN and beyond.

Changemakers of the UN Programme, Geneva, November 2019.

© YOUNG UN



All of us have a role to play in shaping the Next UN. If you'd like to join us in this journey, we'd love to hear from you at [young.un.info@gmail.com](mailto:un.info@gmail.com) ▶

* With contributions from Simon Bettighofer, Martin Ostermeier, Ruth Blackshaw, David Krivanek, Katinka Koke.

The opinions expressed in this publication are those of the authors. They do not purport to reflect the opinions or views of their respective organisations.

The necessary shifts will not happen from one day to the next and it will be an adventurous journey – but one that is worth it.



On ne badine pas avec la qualité

Olivier Meyer*

À l'ONU, l'automatisation et la fièvre productiviste menacent la qualité des traductions.

Il existe aujourd'hui sur Internet d'excellents traducteurs automatiques gratuits, qui produisent à grand renfort d'«intelligence artificielle» des phrases très structurées et donnent l'impression qu'on peut désormais se passer de traducteurs. Pour des textes simples, le résultat est correct, mais pour les textes complexes, une lecture plus attentive révèle de grossières erreurs. Ces dérapages montrent les limites de l'intelligence artificielle qui, même lorsqu'elle s'appuie sur les serveurs les plus puissants, ne peut égaler les connaissances, la culture, le discernement et la profondeur d'un traducteur expérimenté. Un spécialiste de la question, Yoshua Bengio, soulignait récemment dans un article de la revue Québec Science que l'intelligence artificielle ne comprend pas le monde qui l'entoure, et que pour bien traduire il faut comprendre à quoi les mots font référence dans le monde réel. Il ajoutait que même un enfant de deux ans possède une meilleure compréhension. Dans le même article, le chercheur Aaron Courville précisait que l'Intelligence artificielle est capable de reconnaître une vache dans un pré, mais qu'elle ignore la même vache si elle se trouve sur une plage, «comme si la vache avait disparu pour la

machine, car on voit rarement des vaches sur la plage». L'être humain, lui, n'a aucune difficulté à la repérer.

Tous à la Mairie!

Chaque mot d'une langue "source" a plusieurs traductions dans la langue "cible". Par exemple, le verbe anglais to engage, très fréquent dans la prose onusienne, peut selon le contexte ou la postposition qui l'accompagne signifier en français, entre autres: "tendre la main à", "adresser la parole à", "prendre à partie", "affronter", "dialoguer avec", "établir des ponts avec", "entamer des pourparlers avec", "prendre langue avec", "se mettre en contact avec", "se concerter avec", "faire participer", "mobiliser", "s'efforcer de coopérer avec", "attaquer", "embrayer"... Une machine est incapable de faire le bon choix, parce qu'elle ne dispose pas de la culture générale, de l'expérience et des connaissances acquises par un professionnel pendant ses études et sa vie privée et professionnelle, au gré de ses lectures, de ses passions et de ses expériences. En raison de la diversité des activités de l'Organisation, les traducteurs de l'ONU sont amenés à traiter au quotidien les sujets les plus variés et à s'intéresser à l'économie, à la diplomatie, au droit, aux sciences et aux techniques, à la géopolitique et à l'histoire... Ils sont capables de reconnaître n'importe quelle vache sur n'importe quelle plage, parce qu'ils ont en tête des images, des concepts, des idées et du sens, contrairement aux machines qui ne connaissent que des octets et des objets. Les

machines sont rapides, mais idiotes. Exemple: le 6 janvier 2020, l'ensemble du personnel de l'Organisation recevait un courriel le conviant à une "réunion mondiale de la mairie"... Perplexité. La lecture de la version anglaise a permis de comprendre qu'il s'agissait d'un "Global Town Hall Meeting", terme onusien désignant une "réunion-débat mondiale".

Evolutions

En quelques décennies, les traducteurs sont passés du crayon et du papier aux machines à écrire ou aux appareils de dictée, puis aux ordinateurs. L'informatique, qui a tardé à s'installer à l'ONU, y occupe aujourd'hui une grande place. Le système d'aide à la traduction eLUNA (pour "electronic Languages of the United Nations") est un outil de traduction assistée par ordinateur (TAO) développé au sein de l'ONU pour augmenter la productivité des services de traduction et donc diminuer leur coût. Sa conception et sa mise au point ont coûté beaucoup de temps et d'argent. Ce système de TAO cherche les correspondances entre les segments du texte source et des segments de traductions antérieures, communique avec une très riche base de données terminologiques, et propose une traduction automatique des segments source sans correspondance. Tout utilisateur autorisé peut l'utiliser sur un ordinateur disposant d'une connexion Internet. Le système eLUNA libère les traducteurs de certains gestes et travaux fastidieux et leur permet de se vouer plus efficacement à leur mission. Cette aide est appréciable, notamment pour leur santé, compte tenu du très fort niveau d'exigence et du rythme de travail très soutenu auquel ils sont soumis.

Sacrifier la qualité?

Cependant, si les traducteurs travaillent plus confortablement grâce à leur nouvel outil, leur rapidité n'a guère augmenté. Un léger gain est perceptible pour certains textes très repris et très normalisés, dont la traduction peut facilement être mécanisée sous le contrôle d'un opérateur humain bien formé et vigilant. Cependant, la majorité des écrits de l'ONU, en raison de leur complexité, résistent à la machine. Le gain de productivité est donc marginal, parce qu'on ne peut comprimer le temps nécessaire pour lire entre les lignes, comprendre le contexte, deviner

Faut-il continuer à augmenter la pression sur les traducteurs de l'ONU, recrutés parmi l'élite de la profession et totalement dévoués à leur mission?

l'intention d'un auteur maladroit ou ambigu, déchiffrer un rapport hâtivement rédigé et non relu – économies budgétaires oblige –, et produire une traduction exacte et fluide. La qualité, ça prend du temps, et le temps, c'est de l'argent. Conséquence: on essaie régulièrement d'imposer aux traducteurs un volume de "production" plus élevé, quitte à sacrifier la qualité sur l'autel de la quantité, en contradiction avec la position de l'Assemblée générale de

l'ONU, qui recommande au Secrétaire général de continuer de permettre, grâce à «des services de traduction de haute qualité, un dialogue véritablement multilingue, fondé sur l'égalité de toutes les langues officielles, entre les représentants des États Membres auprès des organes intergouvernementaux et entre les membres d'organes d'experts de l'Organisation» (A/RES/71/328, par. 46).

La pression monte

Faut-il continuer à augmenter la pression sur les traducteurs de l'ONU, recrutés parmi l'élite de la profession et totalement dévoués à leur mission? À ce rythme, les conditions de travail vont se dégrader et il sera bientôt difficile d'attirer les talents vers l'Organisation ou de retenir ceux qui s'y trouvent déjà. Cette pression est d'autant plus absurde que le coût de la page traduite à l'ONU a considérablement diminué en quelques années. La révolution informatique et Internet ont en effet permis au traducteur de faire lui-même ce que d'autres faisaient auparavant à sa place. La recherche des références, la gestion de la terminologie, voire le traitement de texte, autrefois dévolus à d'autres, font maintenant partie de ses tâches. Le traducteur est aujourd'hui plus rentable, puisqu'il fait le travail de plusieurs personnes.

Préserver l'excellence

On l'aura compris, le progrès technique n'améliore pas autant la productivité des traducteurs que le souhaiteraient les décideurs et les comptables. En outre, l'abus des outils informatiques, en simplifiant le travail et en diminuant l'effort intellectuel, peut encourager la paresse et conduire à une érosion de l'exigence et de la qualité. L'érosion des normes de qualité de l'ONU, aggravée par l'importance excessive accordée à la quantité, entraînerait nécessairement une perte de fiabilité de l'information et par voie de conséquence un effondrement de la confiance du public et des institutions. L'ONU, dont la place est de plus en plus contestée, peut-elle se le permettre? Ses rapports, ses résolutions, ses Règlements, sont des textes de référence destinés à être lus dans les six langues officielles, dans le monde entier. Ils ont souvent une valeur juridique et ne peuvent souffrir la médiocrité. L'ONU doit se battre pour préserver l'excellence de ses textes. Ses textes sont les étendards de ses valeurs et de son action. Ses traducteurs sont les porteurs de ces étendards. ▀

On ne devient pas facilement traducteur à l'ONU. Il faut d'abord réussir un concours très difficile dont le taux de succès oscille, selon les années, entre 1 % et 5 % des candidats. Après deux années de probation, les lauréats donnant satisfaction se voient accorder un contrat à durée indéterminée. Celles et ceux qui y parviennent sont fiers de travailler pour l'ONU et ils ont à cœur de défendre les valeurs et le prestige de l'Organisation.

* Olivier Meyer est réviseur à la Section française de traduction à l'Office des Nations Unies à Genève et représentant du personnel du Service linguistique.

The emergence of new business models

Exploring the implications of automation for jobs and places

Matthew Taylor*

It is a hot topic in most societies. This reflects existing issues such as unemployment, inequality and – in Europe and US – stagnant living standards

It is also a response to the emergence of new business models often based on platforms such as Uber or Upwork. Beyond this there is the debate about the potential impact new technologies such as AI and robotics will have on employment.

Media outlets are drawn to big number predictions about the impact of technology. But while prophesying mass unemployment may make for guaranteed headlines, there is a wide range of varying predictions, even for the same sector or the same technology. A recent MIT Technology Review overview of the research is surely right:

There is one meaningful conclusion: we have no idea how many jobs will actually be lost to the march of technological progress

Yet perhaps there is a prediction we can make, namely that the process of technological change now unfolding, referred to by some as “the fourth industrial revolution”, will follow a similar pattern to previous changes obeying what is known as Amara’s Law (after Roy Amara, cofounder of the Institute for the Future). This states that:

We tend to overestimate the effect of a technology in the short run and underestimate the effect in the long run

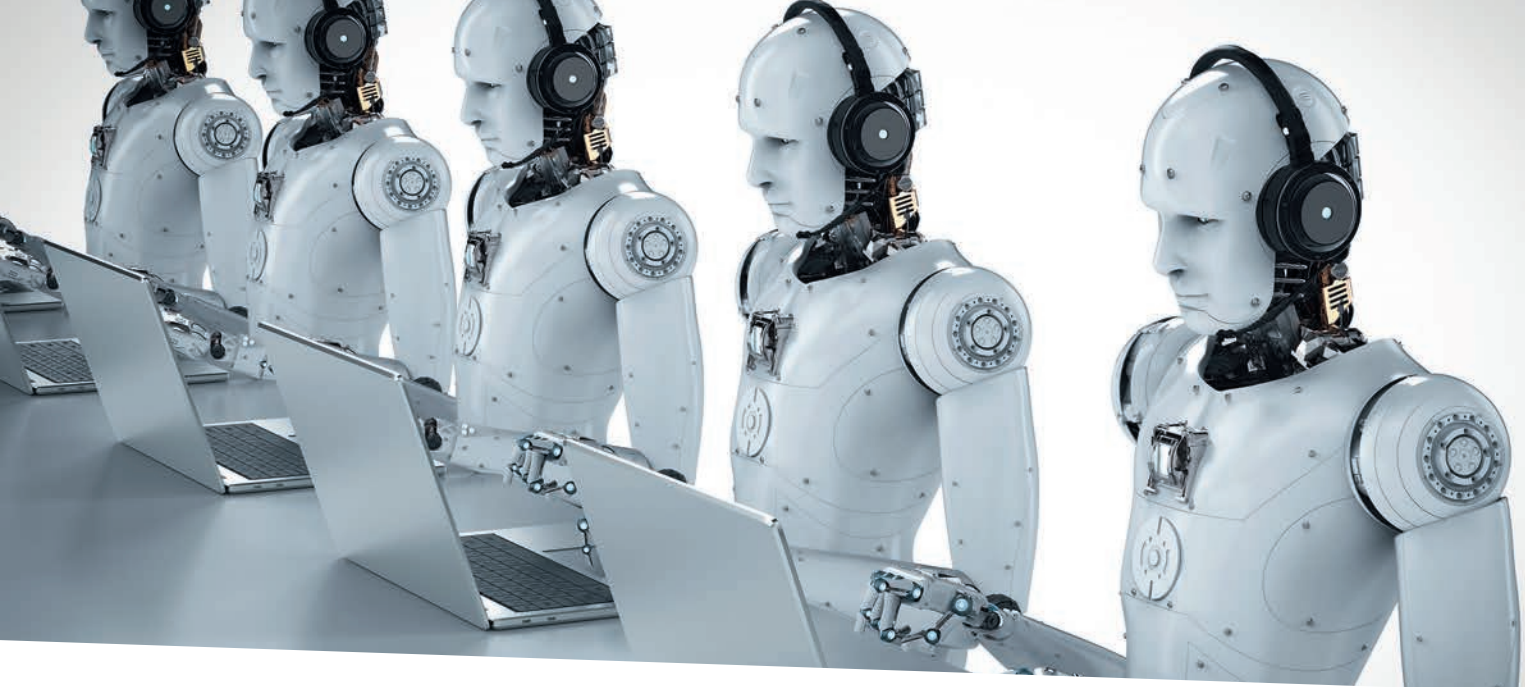
This is indeed the conclusion of one of the more convincing surveys of the research, undertaken by consulting firm PWC. This predicts three waves of automation – the “algorithm wave” over roughly the next five years, “the augmen-

tation wave” across the 2020s and the “autonomy wave”, which will fully impact by the mid-2030s. The challenge is that each wave will be bigger than the last; the comfort is that this gives plenty of time for economies and societies to adapt.

One of the inherent problems with prediction is uncertainty about business models. We can be sure that, like IBM and Nokia before them, many companies will respond to technological change by radically rethinking how they seek to create value. Some will succeed and most will fail, while one aspect of today’s economics of technology seems to be the trend towards market domination seen in companies like Google, Amazon and Facebook.

Indeed whole sectors will shift business model in ways we can’t yet predict. This is, after all, what has happened to the music industry. A decade ago, with the advent of streaming and the ubiquity of pirating, it was widely assumed that it would become almost impossible to make money by creating and selling music. Not factored in was the growth in live music – even in a country with the unreliable climate of the UK the number of major summer music festivals as gone from single figures to several hundred – or the increase in listening through mobile devices. The industry has changed; some – for example, CD disk manufacturers – have lost out while others – like streaming service Spotify – have won, but as a whole the music business is thriving. But there is a broader problem with prediction as well as a lesson to be learnt.

**We need to spend less
time trying to predict
the future & more time
shaping that future.**



A growing backlash against globalisation

We are seeing a growing backlash among the public and some politicians against globalisation. It wasn't supposed to be this way. Before the 2008 financial crisis, its champions of globalisation had a self-confident and strident message with a number of elements:

- Globalisation (particularly financial globalisation) is unstoppable – don't even try
- Globalisation will make us aggregately richer, so the losers need to accept their fate and adapt.
- The price of globalisation will include things we might once have valued – like aspects of national sovereignty – but this is inevitable and ultimately to be welcomed.
- Although globalisation seems complicated and sometimes perverse, ordinary folk don't need to worry because, not only is it guided by the hidden hand of free markets, but it is being overseen by clever finance experts

Things have certainly changed. Indeed, there is a serious debate about whether globalisation has even been benign at the aggregate level. From the IMF to the OECD, most experts and observers see now that the case for globalisation has to be made in more humane and less hubristic terms. Yet listen to today's evangelists for the transformative power of technologies like social media, machine learning and robotics and you may recognise the tune:

- Technological change is unstoppable – don't even try
- There will be victims of change like those in outdated jobs but they must accept the inevitable because things will be better in the end
- The price of technological progress may involve giving up things we care about – like professions, privacy, protection of our children, the capacity to raise taxes – but this is a price we have to pay.
- Technology is very complex but ordinary folk don't need to worry because it has its own logic and its implementation is being overseen by clever Californians who wear jeans and care about the future.

Is it surprising that the popular discourse about technological change is so often couched in terms of threat and disruption?

This is why in my report on future employment commissioned by former UK Prime Minister Theresa May I argued strongly that our starting point needs to be a commitment to “good work” as part of the good society. In that report I offered five reasons for a national commitment to good work; renewing the social contract, promoting health and wellbeing, boosting productivity, encouraging active citizenship and managing the impact of technological change.

The Government has responded positively to the report and has, among other measures, committed for the first time to being accountable for the quality of work in the UK economy as well as its quantity. As chief executive of the RSA – an independent global organisation which is a platform for ideas, a think tank and social movement of change makers – I am continuing to focus on the future of work. This is about exploring the implications of automation for jobs and places but it is also about developing the kind of policies we need to help people cope and thrive in a world of fast change and new types of work; policies like universal basic income on which the RSA is part of growing global network of advocates.

It may not happen as quickly as some are saying and it certainly won't happen in precisely the way anyone is describing, but over the next generation the world of work and the work of the world will change dramatically. In responding to that change we need to spend less time trying to predict the future and more time shaping that future, using progressive values and innovative policies to ensure that change is in the interests of humanity as a whole.

* Matthew Taylor is the Chief Executive of the RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce) and was the Chair of the UK Government Review of Modern Employment Practices.

François Guichard, Fonctionnaire à la CEE-ONU

Secrétaire du Groupe de travail des véhicules automatisés/autonomes
et connectés (GRVA)

Catherine Fiankan-Bokonga *

Pourra-t-on bientôt se rendre au travail dans une voiture autonome?

Pour l'instant, à part quelques publicités futuristes, tous les experts sont d'accord: le véhicule complètement autonome n'est pas pour demain, mais pour après-demain. Il y a encore des progrès techniques à faire et beaucoup de ques-

tions techniques et juridiques à clarifier. Il y a néanmoins des avancées technologiques non négligeables.

On observe en effet le développement de deux types de véhicules:

- les navettes urbaines qui roulent à basse vitesse sur des itinéraires prédéterminés, et le plus souvent séparés du Traffic normal, utiles pour la mobilité dite du «dernier kilomètre»;

Navette autonome
au Palais des Nations,
Genève 2017.
© ONU VIOLAINE MARTIN



- les véhicules conventionnels équipés, en option, de fonctions d'aide conduite automatisée, qui fonctionnent aujourd'hui essentiellement sur les autoroutes (ces technologies comptent encore beaucoup sur le conducteur pour assurer la sécurité du véhicule).

La CEE-ONU (UNECE) a commencé à étudier ces questions en 2014, et plusieurs règlements ont été adoptés. En 2018, en réponse à la demande des états membres, nous avons créé un groupe de travail dédié, le GRVA. Le groupe poursuit ses travaux concernant le développement de la réglementation technique à marche forcée pour accompagner la mise sur le marché de ces technologies, le but étant d'introduire ces innovations sur les routes existantes, en toute sécurité.

Grâce à ces travaux, vous pourrez bientôt aller au travail en utilisant un véhicule qui conduira pour vous sur certains tronçons, dans des circonstances plutôt «faciles», comme par exemple dans les ralentissements (à des vitesses inférieures à 60 km/h).

Faudra-t'il passer un permis spécial pour utiliser ces véhicules?

La question d'un permis de conduire spécifique ou d'une évolution du permis se posera certainement à l'avenir dans les groupes de travail de la CEE-ONU traitant de ces questions. Pour l'heure, la réglementation impose encore que le conducteur puisse reprendre le contrôle du véhicule à tout moment.

Qui gèrera ces voitures, un institut spécialisé ou la programmation sera effectuée via nos smartphones?

Les détracteurs de la mobilité individuelle (en voiture) annoncent un changement de business model dans lequel on ne possédera plus son véhicule. Des travaux sérieux concernant la mobilité en tant que services ont été menés. Les constructeurs automobiles s'y sont préparés, y voyant un risque (perte de clientèle ou changement de type clientèle) mais aussi une opportunité (les marges sont beaucoup plus importantes dans les services que dans la vente directe de produits).

Mais nous sommes encore loin de l'ère du «smartphone sur roue» autonome car un véhicule autonome a un niveau de complexité bien supérieur à celui d'un smartphone.

On observe des changements dans les habitudes concernant l'usage de la voiture, des transports en commun et d'autres formes de mobilité telles que le vélo, le vélo électrique et la trottinette, ce qui n'est pas sans poser un certain nombre de challenges en termes de sécurité. La part de marché des différentes offres de mobilité fluctue en fonction des incitations ou interdictions publiques, des préférences des usagers, lorsqu'ils ont un vrai choix, mais aussi des saisons et de certains effets de mode. Seul l'avenir nous dira quelles formes de mobilité vont prévaloir. ▶

* Catherine Fiankan-Bokonga est Vice-présidente du Club suisse de la presse.



M. François Guichard à la conférence sur les véhicules Intelligents et Connectés en Chine (Tianjin/Mai 2019).

© CATARC

«Tous les experts sont d'accord: le véhicule complètement autonome n'est pas pour demain, mais pour après-demain.»

ANNONCE

Shine
HAIR & CARE
022 734 84 14

Rue de Montbrillant 84 - 1202 Geneva

Mon - Fri 8am - 7pm
Sat 8am - 5pm

Olaplex & Revlon partner



[@shine_coiffure](https://www.instagram.com/shine_coiffure)

www.shinecoiffure.ch



**BAZAR
INTERNATIONAL
ANNUEL**

Le Bazar international de 2019 organisé par le Cercle Féminin des Nations Unies – Genève (CFNU) s'est tenu le mardi 3 décembre 2019 au Palais des Nations. Il a été inauguré par la première femme Directrice générale de l'Office des Nations Unies à Genève, M^{me} Tatiana Valovaya, et a vu la participation de plus de 75 missions diplomatiques. Le CFNU a été fondé en 1970 en tant qu'association à but non lucratif, avec pour objectif l'amélioration de la vie des femmes et des enfants dans le monde. Chaque année, le CFNU organise un bazar international et une loterie dont les revenus sont intégralement destinés à venir en aide aux enfants nécessiteux à travers le monde.

PHOTOS: © G. MAILLOT/POINT-OF-VIEWS.CH





FÊTE DES ENFANTS

La fête des enfants est devenue une tradition incontournable au palais. En effet, chaque année le Conseil de coordination du personnel de l'ONUG organise une fête pour les enfants des fonctionnaires. La fête de cette année a eu lieu le 4 Décembre. Le chanteur Gaétan fit le bonheur des enfants. Un goûter généreusement offert par Eldora et une boom étaient aussi au rendez-vous. Et devinez quoi? Le père Noël est arrivé sur sa calèche pour clore une fête qui restera dans la mémoire de nos enfants.

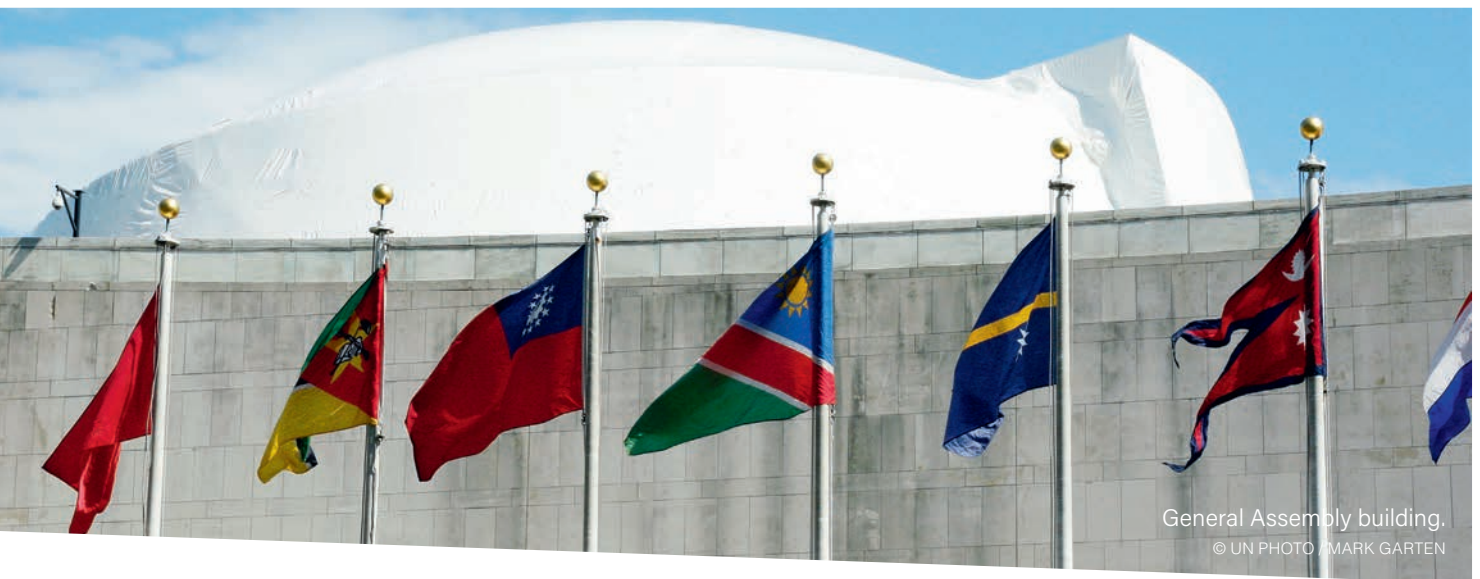
PHOTOS: © DOMINIQUE CHANTREL



UN pension fund

Two steps forward, one step back

Lorraine Rickard-Martin*



The Assembly's reform efforts of the past several years evoke the plight of that ancient toiler: Sisyphus: two steps forward, one step back. Real progress will require a change in the culture of the Board and fund Secretariat management.

The United Nations General Assembly's annual resolutions on the Pension Fund, including the latest (A/C.5/74/L.22) aim to ensure the fund's sustainability through sound financial and administrative management and "unflinching accountability by the Pension Board."

Yet, the Assembly's reform efforts of the past several years evoke the plight of that ancient toiler: Sisyphus: two steps forward, one step back. Real progress will require a change in the culture of the Board and fund Secretariat management.

Rejecting the audit

The Board, having neglected to consider a series of previous internal audits, at its Rome meeting in 2018, rejected most of

the findings and recommendations of a comprehensive internal governance audit that the Assembly called for in 2017, that found conflicts of interest between the Board and the fund Secretariat management and serious shortcomings in oversight (A/73/341).

Piling insult on to injury, the Board reported the auditors to the Independent Audit Advisory Committee (IAAC) for an alleged flawed and unprofessional process.

Last August, in a letter to the Board Chair, the IAAC firmly debunked the Board's allegations, stating that it found no evidence that the auditors had not followed accepted professional audit practices and standards.

Filling the vacuum at the top

In 2017, the Secretary-General reappointed former Chief Executive Officer of the fund Secretariat, Sergio Arvizu, for three years with oversight provisions, instead of a second five-year term as pushed for by the Board. In December 2018, with Arvizu on extended sick leave and his deputy slated for retirement at the end of the year, the Board selected former IAEA nuclear negotiator, Janice Dunn Lee, as Acting CEO, while noting that she had "rather limited technical and financial knowledge of pension funds".

Although the Assembly decided last year, to mitigate conflicts of interest in the dual roles of CEO and Secretary of the Board by splitting the functions of between a Pension Benefits Administrator and a Secretary of the Board (eliminating the CEO title) by latest January 2020, the vacancy announcement last May for a permanent head of the Secretariat advertised for a CEO/Pension Benefits Administrator.

Last July, the Board selected Rosemarie McClean, former Chief Operating Officer of the Ontario Teachers Pension Plan. It appears that there were negotiations over her title. While the press release of 26 August lists her title as Pension Benefits Administrator, the Assembly decided in its latest resolution on a new title of Chief Executive Pension Administrator (CEPA).

Defying the Assembly

In its 2018 resolution, the Assembly requested the Board's governance working group to review and report on a number of important governance audit recommendations that the Board had rejected, including adjusting the composition and size of the Board, and proposing modalities for directly electing retiree representatives.

Last December, the Group of 77's representative to the Fifth Committee busted the Board for violating the Assembly's directive to adhere to the tripartite structure, by including a retiree representative from the Federation of Associations of Former International Civil Servants (FAFICS).

FAFICS' outsize influence

FAFICS representatives on the Board, who include former UN Controller, Warren Sach, exert outsize influence on the pension system, despite their non-voting status, while representing, as the audit notes, some 18,500 beneficiaries, approximately a quarter of the total number.

FAFICS was among the former CEO's staunchest supporters. The audit found that circulation by his staff of a letter from FAFICS to beneficiaries in January 2018 "gave the appearance of collusion... to challenge the authority of the Secretary-General and the General Assembly in governance matters of the Fund." The audit also found that the fund has been footing the bill for attendance at the Board by six FAFICS representatives, although the Assembly had agreed on funding for two members, plus one for the Standing Committee.

Anticipating the Assembly's decision that alternates should attend Board meetings only if principals cannot, the governance working group rushed to agree that FAFICS, instead of four representatives and two alternatives, now has six principals.

Intimidation and physical threats

At its Board meeting last July in Nairobi, the UN participant representatives, who include former whistleblowers and have consistently advocated for reforms and supported the governance audit's recommendations, reported that they were intimidated and physically threatened.

Representing 85,000 active staff, they have filled the vacuum left by FAFICS in advocat-

ing for retiree interests, including direct election of representatives, as is the case for active staff.

Back to the drawing board

Last month's Assembly resolution makes no mention of the anemic recommendations of the Board's governance working group, but requests that the new Chief Executive Pension Administrator engage an independent expert to conduct a comprehensive and objective analysis of the issues, and make recommendations to the next session.

Addressing conflicts of interest

In extending the mandate of the governance working group, the Assembly insists on adherence to the Board's tripartite structure, comprising representatives of governing bodies, executive heads, and participant groups – which excludes FAFICS.

While noting the temporary deployment of a Director from Geneva, the Assembly requests the Board to expedite the selection and nomination of a Secretary to the Board; ensure his or her independence; and develop a code of conduct, and procedures to address questions of ethics and confidentiality.

Business as usual

In her year as Acting CEO, Lee never wavered from the Secretariat's longstanding mantra of "no backlog" in benefit payments. The audit noted that underreporting of the backlog was based on not counting cases with missing documents.

There is also the fund's disturbing report in its 2018 financial statements of forfeitures of pension benefits to the tune of \$45 million, and 4000 cases, as reported by the UN participant representatives, slated for forfeiture.

There was no action when staff asked for an investigation of the surprisingly positive and fluctuating benefit processing figures promulgated by the fund Secretariat under Lee's leadership.

One of Lee's more controversial decisions was to create a system called "functional management" involving the transfer of two senior posts from the fund's Geneva office to New York.

The president of the Geneva retiree association noted in a letter to Lee dated 5 July 2019, that the structural change was likely to disintegrate the Geneva office and "gravely diminish" client services to beneficiaries in Europe, West Asia, and Africa, who comprise 62 per cent of all beneficiaries. The Assembly has asked for an update on the issue in the Board's report. Reports also are that the new system, ostensibly devised to improve coordination between New York and Geneva, actually serves to provide promotion opportunities for some senior staff in New York; increases travel costs; and runs counter to the Assembly's

imperative to manage expenses prudently.

Too many cooks

McClean's anticipated arrival to head the Secretariat has been a positive. Sadly, although she officially assumed her functions on 2 January, she had to delay travel to New York because of

The structural change will disintegrate the Geneva office & "gravely diminish" client services.

injuries she sustained in Toronto on 26 December when she was struck by a car that jumped the curb.

Lee, whose functions officially ended on 31 December, was on that date still sending interoffice memoranda setting out policies and procedures aimed at cementing the new system. She is reportedly currently acting as adviser to McClean; but fund staff report she is still running the fund including chairing senior management meetings.

Investments

On the investment side of the fund, while Representative of the Secretary-General for Investments, Sudhir Rajkumar, reported record-low revenues for 2018, he also noted that the market value of the fund rallied in 2019. It is currently at its highest level, at \$67.8 billion. There are concerns about environmental and social policy, the possible impact of policy shifts on inflation, and staff management concerns about which the RSG has stated that he welcomes an audit.

The Assembly's latest resolution refers to a planned internal audit of the governance of the Office of Investment Management and requests submission of the audit along with the Board's comments in its next report.

Good governance and financial sustainability – a critical relationship

The audit noted that the Assets and Liabilities Monitoring Committee (ALMC) duplicates the work of the Investments Committee and the Actuarial Committee, that most of its members are not investment experts, and that it has provided advice that was technically questionable or contradicted advice from the Investments Committee.

When the audit recommended to retire the ALMC and the governance working group decided to retain it, the Assembly decided in its latest resolution to limit the ALMC's work solely to assets-liability matters, which seems to indicate that its members are precluded from providing investment advice.

Last month, Board Chair, Philip Richard Owade, told the Fifth Committee that "the Fund is in sound and solid footing, contrary to the propaganda mounted by its detractors over the past 4 to 5 years."

Among the reforms he bemoans is the key issue of the imbalance in Board composition which he described as "complex and delicate" and thus apparently, unsolvable. The Board over which he presides is a bloated bureaucracy for which the audit found no formal terms of reference, code of ethics, term limits, or mechanism for avoiding conflicts of interest between its members and the fund management.

Although the fund's rules and procedures call for decisions to be taken by 33 members with voting rights, the Board takes decisions by 93 ad hoc members



UN Participant representatives, Mary Abu Rakabeh, Ibrahima Faye, Ndeye Aissatou Ndiaye, Bernadette Nyiritunga, Ian Richards, Michelle Rockcliffe.

© IAN RICHARDS

including 31 alternates and staff pension committee representatives. Owade surely knows that concerns about good governance are not mere propaganda; that financial soundness does not exist in a vacuum; and that there is a critical relationship between good governance and the fund's sustainability.

The culture must change

There is room for optimism in McClean's arrival as the new Secretariat head. Progress in terms of increased oversight by the Assembly is also encouraging. Its request for McClean to engage an independent pension expert to review and make recommendations on many of the same crucial governance issues that it had assigned to the Board's governance working group last year is particularly significant.

That being said, with the old guard entrenched in the Board and the fund Secretariat, unless there's action to change the culture, McClean's task will be Sisyphean, as will implementation of the Assembly's reforms that are vital to the fund's long-term health. ▀

Good governance and financial sustainability – a critical relationship

* Loraine Rickard-Martin is a UNJSPF beneficiary and author and administrator of the UN pension blog, <http://unpension.blogspot.com/>

UN secretariat lagging behind on internship reform

Fair Internship Initiative

Mr. Guterres, why do you think interns should not be paid?

On 16 December 2019, the Secretary-General participated in a town hall meeting at the Palais des Nations in Geneva. Issues relating to the working conditions of UN personnel were raised, including the lack of financial support for interns in the Secretariat and the inequalities that this policy produces.

It has been known for some time now that **the UN Secretariat policy on internships requires reform**. In 2018, the Joint Inspection Unit (JIU) identified 16 benchmarks that internship programs in the UN should meet in order to ensure quality, transparency and inclusiveness. **However, the Secretariat has so far failed to implement the benchmarks and recommendations identified in the JIU report (JIU/REP/2018/1).**

The JIU recommended that interns receive **a stipend** to cover living expenses, **not a salary** equivalent to a staff member. Such a stipend is already common practice in a growing number of UN agencies, funds and programs. It is meant to ensure that people from all socioeconomic and geographic backgrounds can sustain themselves at the duty station. **Without this support, inequalities within and between countries are reproduced as only those with financial means may participate in internships.**

Despite the findings of the JIU and increasing empirical evidence that unpaid internships deepen existing social inequalities, **at 16 December 2019 town hall meeting the Secretary-General stated that, in his own opinion, internships should not be paid, despite acknowledging that unpaid internships create an unfair situation for people coming from developing countries** and said he had asked for the question of financial support for interns to be reviewed, without further clarification. Given that the recommendations of the 2018 JIU report have yet to be implemented by the Secretariat, **we wonder why the next step is not to reform the internship programme in line with the JIU internship benchmarks and within the framework of the reform of the Secretariat's management.**

The Fair Internship Initiative contacted the office of the Secretary-General to request a clarification of his statement but have received no response so far.

The United Nations, as the global standard-setter for human rights and for sustainable and equitable development, has the responsibility of ensuring that young people worldwide enjoy equal opportunities, and that they are able to realize their full potential, free from discrimination. Offering no support to interns to meet living expenses not only deprives our Organization of the necessary diversity we purport to represent, but also perpetuates global social and geographical inequalities. The clear contradictions between this practice and the mandate of the UN makes many UN personnel feel uneasy with the current unpaid policy.

We call on the Secretary-General to lead the reform of UN internship programs in line with the recommendations and benchmarks identified in the 2018 JIU report on internships. ▶

Official Visit of the Secretary-General Antonio Guterres in meeting with United Nations Staff.

16 december 2019.

© UN PHOTO / JEAN MARC FERRÉ



Interview

with Shireen Dodson, UN Ombudsman

Christel Nonnenmacher*

The UN Ombudsman reflects on her first year at the United Nations and shares her vision for 2020.

We recently sat down with Ms. Dodson, UN Ombudsman, who joined the United Nations in September 2018.

You have been appointed as UN Ombudsman a little over a year ago. How did you come to this position?

"I applied!" Ms. Dodson's eclectic career spans almost 40 years of corporate, non-profit, and government experience. She also possesses a natural inclination for listening to, and helping, people, and the ability to draw people in. "I've always been willing to change jobs and take risks, one foot firmly planted in what I knew and the other foot dangling in the unknown," which led her to be appointed as the first full-time Ombudsman for the US Department of State, before joining the UN.

"Operating under the four core principles of confidentiality, informality, neutrality and independence, we help people resolve conflicts informally, so they return to the workplace having come to some understanding and resolution, and with dignity."

What you have observed during this first year?

"I was very impressed with the wealth of knowledge and the incredible diversity within the Organization. I realized early on that the UN was a web of organisms, each with its own ecosystem and culture, all pulsating around the mission of the United Nations."

Daunting as it seemed, the task didn't scare Ms. Dodson, who took time to listen and understand. She visited the Regional Offices in Bangkok, Entebbe, Geneva, Goma, Nairobi, Santiago and Vienna, and met with stakeholders around the world, to hear first-hand the challenges faced on the ground. Fostering collaboration and cooperation along the

way, she realized that changes, albeit slow, do happen. "Getting people to know you and understand what you stand for is crucial. Then you develop relationships and build trust. And soon enough, we realize that we are all in it together and share the same goals."

Based on her observations, she reshaped her office. "My emphasis, in realigning the Office, was on being able to better respond to the needs of all staff – regardless of contract types, location, etc., and identify systemic issues earlier, allowing for feedback to be provided at the level at which change(s) can happen."

What can you tell us about systemic issues (root causes) your Office identified?

"While working with visitors, we may notice systemic issues. Coordinated and analysed, these are shared in an aggregated and depersonalized level with stakeholders at all levels of the Organization, while maintaining confidentiality of names or other identifying features. For instance, I mentioned in various fora and meetings that close to 40% of the cases brought to our attention have an underlying issue related to incivility."

"The section on systemic issues in our latest report to the General Assembly [A/74/171] focuses on the correlation between mounting stress levels and uncivil or abrasive behaviour by

managers as well as staff members, with an increasingly serious impact on the victims and entire teams. Concern for the physical and mental wellbeing of all involved is also noted." Often, she noted, a conversation is missing, which would have resolved the issues and lifted unnecessary stress.

"I invite you to come see us if you need help. Your voice counts, so be heard!"

"People struggle with difficult conversations. Yet these conversations are essential not only to the work, but also to the health of the teams. Being able to communicate with one another, ensuring accountability while encouraging good performance, allowing for a safe place for all, regardless of levels, to share their opinions, needs and concerns, respecting diversity and everyone's dignity: this is what a workplace consistent with the values of the UN looks like."

"I invite you to come see us if you need help: individuals coming to our Office find support for their issues, while at the same time becoming an agent for change at the grassroots level. Your voice counts, so be heard!"

How are these issues addressed?

"One of the most important results of our upward feedback has been the Secretary-General's Civility Initiative, and the introduction of accountability for promoting a harmonious workplace in his compact with senior managers, calling on them to 'ensure the dignity of each person by promoting an environment of civility and psychological safety that empowers staff, fosters creativity and innovation, and enables better communications amongst all staff.'"

"In support of this initiative, we launched the campaign 'Dignity Through Civility,' aimed at increasing awareness, engaging dialogue and promoting action to improve the quality of workplace behaviour. UN employees have enthusiastically participated in the interactive C3 (Civility, Communication, Community) Workshops, and the engaging Civility Cafés.

Which direction will your Office be taking in 2020?

"In 2020, we will continue to strengthen our delivery of services to all UN employees and to provide new tools to empower our visitors in dealing with their workplace conflicts. We will also

keep working on civility, as incivility remains an underlying issue to many of the cases we deal with. We need to give the initiative enough time to bear fruit." More C3 Workshops and Civility Cafés will be offered in your region soon. "Information on our services and our campaign 'Dignity through Civility' will be available on our revamped website."

Additionally, Ms. Dodson is focusing on synergies between ombudsman and mediators in organizations that are members of the CEB¹. They formed a network, which meets quarterly to discuss issues and bring coherence to the practice.

Finally, "we will be looking at getting a better understanding of how we can be most effective and add value." While recognizing survey fatigue in the Organization, Ms. Dodson's ability to provide useful services to UN employees depends on what we can tell her in our responses to her upcoming survey. "We count on you to help us get a clearer picture of where we stand and where we need to improve. Thank you." ▶

Ms. Shireen Dodson is based in New York. For questions or assistance in Geneva, please contact Mr. Nicholas Theotocatos, Regional Ombudsman, at nicholas.theotocatos@un.org or +41-22-917-3760.

¹ Chief Executives Board for Coordination.

* Christel Nonnenmacher is Communications Officer at the United Nations Ombudsman and Mediation Services.

Ms. Shireen Dodson, United Nations Ombudsman, arriving in Goma (Democratic Republic of the Congo), 10 December 2018, as part of her visit to the Regional Offices.

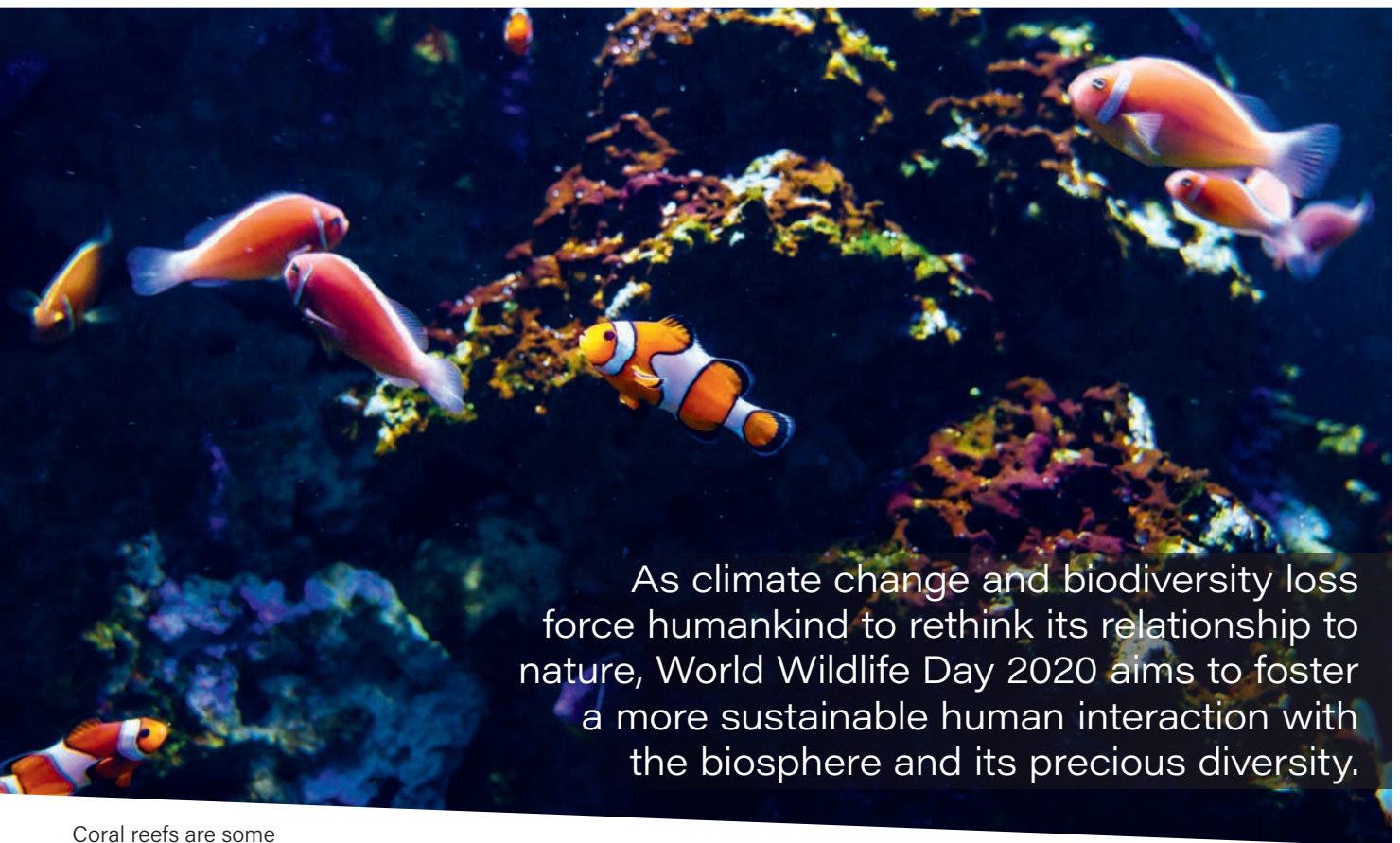
© UN PHOTO / PIERRE GALINIER



World Wildlife Day 2020

Balancing human needs with those of the world's biodiversity

Ivonne Higuero*



As climate change and biodiversity loss force humankind to rethink its relationship to nature, World Wildlife Day 2020 aims to foster a more sustainable human interaction with the biosphere and its precious diversity.

Coral reefs are some of the most diverse ecosystems in the planet – and they too are under threat.

© KELLY LACY (KML)/PEXELS

Last year was marked by a series of abnormal climate events that can be linked to human activity, as well as a growing list of instances of human-made harm to the normal functioning of the planet's biosphere and natural biological diversity.

The evidence of a planetary biodiversity loss crisis ought to be causing alarm bells to ring around the world. According to a report published in May 2019 by the Intergovernmental Science-Policy Platform

on Biodiversity and Ecosystem Services (IPBES), a quarter of all animals and plants are currently threatened with extinction in the coming decades unless swift action is taken. For the IPBES, humanity's intense use of land and sea resources and organisms, pollution of ecosystems and habitats, climate change and the invasion of alien species are among the key drivers of this crisis and some of the biggest threats weighing on the planet's biodiversity.

Their report warns that, should we fail to act, the continued loss of species would spiral into a positive feedback loop that would only accelerate the rate at which even more species decline and eventually go extinct.

There is consensus on the notion that unbridled human activity harms the habitats and species on which we all depend for our basic needs – energy, shelter, food and medicine, among others. We now find ourselves at a point in which humankind risks permanently jeopardizing its very ability to sustain itself, while also dragging countless other species of the delicate puzzle of life on Earth down with us.

However, there also exists evidence that continued, sensible and sustainable trade can be an incentive for the conservation of wild plants and animals, while at the same time sustaining economies, the livelihoods of communities that live closest to nature and therefore depend on such trade. At CITES, the Convention on International Trade in Endangered Species of Wild Fauna and Flora, we know that sustainable use of wildlife can work for both the species and for people.

Take the examples of the resurgence of the Andean vicuña or the recovery of Australia's Saltwater Crocodile: by the 1960s, both had seen their populations severely depleted through uncontrolled exploitation and harvest. After these species were added to CITES Appendices and their trade was restricted alongside heightened conservation efforts, their populations made a solid recovery, reaching numbers that allowed for some sustainable commercial activities to resume by the late 1990s and early 2000s.

Between 2007 and 2014, Andean communities, particularly in the highlands of Bolivia, made an estimated 11 million US dollars from the trade of vicuña fiber in a remote region where alternative sources of income are scarce. Meanwhile, after being heavily involved in the conservation efforts themselves, many Aboriginal communities have gained employment from the harvest and farming of Saltwater Crocodiles, an industry worth an estimated 74 million US dollars.

As for wild flora, the increased emphasis on sustainability in the harvest of the lucrative South African Cape Aloe plant also shows that trade, sustainable livelihoods, and the conservation of wild species of plants and animals are not mutually exclusive.

Advocating for this complementarity will be one of the key messages of this year's edition of the United Nations' World Wildlife Day. Established in 2013 by a resolution of the United Nations General Assembly, World Wildlife Day takes place annually on March 3, marking the anniversary of the signature of the CITES Convention in 1973. The Convention has since then been adopted by 182 UN member states, plus the European Union.

As the principal facilitator for World Wildlife Day, CITES is working with UN Member States and civil society groups, and partners like the UN Development Programme



Ivonne Higuero,
CITES Secretary General
© CITES

(UNDP), UN Environment Programme (UNEP) among other UN system organizations and biodiversity-related conventions, to hold this annual celebration.

Each year, World Wildlife Day is held under an overarching theme that highlights the role and importance of a particular aspect or component of the planet's wild fauna and flora – past themes have included "Life Below Water" in 2019 and "Big Cats" the previous year.

In 2020, World Wildlife Day will be held under the theme of "Sustaining all Life on Earth." This is meant to provide a platform to celebrate wild fauna and flora as crucial components of the world's ailing biodiversity, and to raise awareness of the threats they face. It also presents an opportunity to bring together stakeholders from governments, civil society and the private sector on a path that can both guarantee the long-term conservation of endangered species, while also striving for sustainable models of interaction between humans and nature that can preserve our economies and livelihoods.

We know that the vast array of interactions among all components of Earth's biodiversity is what has made the planet habitable for all species, including humans. Today, we face the immense challenge of ensuring that this historic interplay can continue in a way that our own needs are met without endangering the sustainability of the many lifeforms with which we share this planet on sea, land and air.

On March 3, CITES and its partners at UNDP, UNEP, the Convention on Biological Diversity (CBD) Secretariat and Jackson WILD will team up to host the World Wildlife Day celebrations at the United Nations Headquarters in New York.

This year's World Wildlife Day will also be a part of what has been dubbed the "biodiversity super year": throughout 2020, several high-level events will tackle issues affecting the planet's biodiversity and advocate for efforts to conserve it. This presents all organizations involved with a unique opportunity across multiple and major forums to drive the conversation towards the transformative progress needed for the conservation and sustainable use of wildlife, as a component of biological diversity, in all its richness and diversity for current and future generations. ■

Sustainable use of wildlife can work for both the species and for people.

* Ivonne Higuero is the Secretary-General of CITES (The Convention on International Trade in Endangered Species of Wild Fauna and Flora).

International Search and Rescue Advisory Group (INSARAG)

Lucien Jaggi*

Celebrating 30 Years of Global Standards for Quality Preparedness and Response.

The first survivors are being rescued by family members, passers-by and neighbors locating and carrying them or leading them into the streets. The injured and those shocked and dazed by what has happened lie or sit in the streets, some being treated by the first medical personnel to respond. Local emergency services begin to respond and start to coordinate the rescue efforts as best they can, lines of people moving debris from where cries for help can be heard under the rubble. Cell phones and video cameras record what is happening.

The emergency services complete initial disaster assessments and requests the assistance of neighboring countries and the international community. Search and Rescue teams across the globe monitor in the situation and get ready to deploy for a two weeks life-saving mission. Among those, some 56 international teams from 46 countries have been classified by the International Search and Rescue Advisory Group – INSARAG –, a group that since the 1990s develop guidance in the field of urban search and rescue.

Once airlifted into the affected country and dispatched to the operational theater, the INSARAG teams, using sophisticated search devices such as acoustic listening devices, crawler robots, thermal imagers and – most importantly – trained dogs, start to locate survivors buried deep in the rubble. Once located, survivors are extracted with specialized equipment such as hydraulic cutters rescue tools, chain saws and air lifting bags. The INSARAG teams bring with them all this equipment needed to cut through and lift debris of even the largest buildings.

Following the INSARAG International Guidelines, the urban search and rescue (USAR) team leaders come together every day to report and receive their tasking at the USAR Coordination Cell (UCC). The UCC is part of the wider On-Site Operations Coordination Center (OSOCC) system where teams from the United Nations Disaster Assessment and Coordination (UNDAC) – the



UN rapid response surge mechanism managed by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) – are coordinating the overall response in close coordination with the government and the Humanitarian Coordinator.

Most INSARAG teams will demobilize within 10 days and leave the country when the Government declare the end of the USAR phase. Some teams will stay to provide support “beyond the rubble” as the other humanitarian assistance needs.

When hundreds of search and rescue teams are at work in large scale disasters, efficient and effective use of the resources can

only be achieved through enhanced coordination, fast decision making, and standards applied across responders. This is the work of INSARAG. This growing network created and maintained by OCHA as Secretariat includes over 90 Member States and organizations dedicated to lifesaving USAR operations. This community of practices and network was established in 1991 to facilitate the development of international standards and coordination amongst the USAR teams who make themselves available for deployment to countries experiencing devastating events of structural collapse such as earthquakes.

Saving as many lives as humanly possible.



INSARAG External Classification of the Korea Disaster Response Team.

© KDRT, 2011

In 2002, the United Nations General Assembly Resolution 57/150 on "Strengthening the effectiveness and coordination of international urban search and rescue assistance" recognized and endorsed the INSARAG Guidelines and Methodology. OCHA is now the custodian of the internationally recognized INSARAG guidelines and – working alongside these Guidelines – are the INSARAG External Classification (IEC) and INSARAG External Reclassification (IER) system.

As the INSARAG community acknowledges the importance of providing rapid professional USAR support during disasters which result in structural collapse, in 2005 it developed two vol-

untary, independent, peer review processes in order to ensure that international USAR teams are able to: mobilize rapidly; be self-sufficient; perform lifesaving operations professionally and safely; coordinate its activities based on the priorities established by the National Emergency Management Authority; coordinates its efforts with other international responders and augments national resources and finally, adopt internationally accepted coordination mechanisms established on-site.

Through thematic working groups, training and exercise, this network works to build the capacities of search and rescue teams worldwide. The success of the USAR international classification system has spilled over with its classification concept adapted to the Emergency Medical Teams by the World Health Organization. At regional level, INSARAG networks have been created with their own preparedness and response strategies to reflex the regional priorities.

In 2019, the concept of Classification has been further adapted to allow for a wider dissemination of the INSARAG standards through the creation of – country-led – national USAR accreditation systems. 30 years after its creation in Europe, the INSARAG network has now become of global structure advising and building the capacities of emergency services worldwide.

In 2020, OCHA celebrates the 30 years of INSARAG and – since its first meeting in Austria in 1990 – OCHA's Response Support Branch now coordinate over INSARAG 25 events yearly from International External Classifications or Reclassifications to large scales command post exercise to technical workshop and specialized courses for USAR team members. Those events are essential for the promotion and strengthening of international coordination to sudden-onset disasters and go beyond search and rescue activities. From local communities of first responders (First Responder Course), to advanced Information Management Training for Reporting Officers in USAR teams, to USAR Coordination (UC) Courses, to Mentor and Classifiers course, the network brings communities of experts together and built bridges across emergency specialists worldwide. This approach has proven to be successful in fostering bilateral or trilateral technical cooperation and countless of inter-governmental support projects are now underway within the INSARAG community. In October this year, the INSARAG community will gather in Warsaw, Poland for its global meeting. There, OCHA with over 400 experts in the field of earthquake response and Urban Search and Rescue will take stock of the latest developments in the humanitarian system and endorse a new and updated version of the INSARAG guidelines. The INSARAG global meeting – held every five years – ensures that international standards applied to search and rescue activities remain the highest possible by including the latest best practices and technologies in the field, this, with one single objective in mind: saving as many lives as humanly possible. ▶

* Lucien Jaggi, Emergency Response Section at the United Nations Office for the Coordination of Humanitarian Affairs (OCHA).

Political refugee and vlogger Abdul Aziz Muhamat

“We carry a package of trauma with us, sealed and put away”

Permanent Representation of the Kingdom of the Netherlands to the UN

Award-winning human rights defender, political refugee and vlogger. Abdul Aziz Muhamat advocates for refugees and their mental health.

On 13 November the Permanent Representation of the Kingdom of the Netherlands to the United Nations in Geneva drew attention to human rights and humanitarian issues in an artistic way with “4 Corners of Expression”. At the United Nations, live on stage, 4 human rights were expressed through 4 art forms: singing, drawing, vlogging and dancing.

Award-winning human rights defender, political refugee and vlogger Abdul Aziz Muhamat advocates for refugees and their mental health.

In 2013, the conflict in Sudan forced Abdul Aziz Muhamat to flee. He ended up in an Australian, off-shore detention centre, and managed to send out voice messages and videos to report on the miserable conditions of the refugees. In 2019, Aziz won The Martin Ennals Award for Human Rights Defenders, a Geneva based organisation. A few months after the ceremony, Switzerland granted him asylum and permanent residency.

Life as an activist started at school in Sudan

“We were a group of 5 and we all shared a common belief, equal rights for all the Sudanese to forge one peaceful nation. We created a platform which we developed further at university. But political

parties started extending their arms and we were seen as traitors. Now, all 5 of us live in exile.”

“We come from oppressive regimes around the world. We don’t have freedom of expression. We are tortured for it.”

“I was 19 and lived at my uncle’s home. The regime started threatening him, accusing him of supporting a rebellious group. One night in 2013, he woke me up, we had to leave. We left for the airport together, he had planned his escape and had organised a ticket and visa for Indonesia for me. He went one way, I another, we haven’t seen each other since.”

The journey was terrifying and traumatic

“It was just me, a tiny bag with clothes and my passport. I had no idea where Indonesia even was. I had left everyone and everything behind without saying goodbye. UNHCR Indonesia could not help me directly and soon afterwards I found out that the Sudanese regime was after me. I couldn’t go back home. My options started narrowing down. “Go to Australia, once you cross the Indian Ocean you are safe and in a democratic country’ they told me. So I did.”

“My mission was to let the world know what was happening. I started filming, and sending out messages and vlogs with a smuggled phone.”

4 Corners of Expression – organised by the Permanent Representation of the Kingdom of the Netherlands to the UN in collaboration with UNOG Cultural Activities.

Live on stage, 4 human rights were expressed through. 4 different art forms: singing, drawing, vlogging and dancing.

© PERMANENT REPRESENTATION OF THE KINGDOM OF THE NETHERLANDS TO THE UN IN GENEVA



© ABDUL AZIZ MUHAMAT

Abdul Aziz Muhamat

Everyone on the boat had fear in their eyes

“The young men, the fathers, mothers and children. We didn't talk to each other. Unexpectedly, we were intercepted by the Australian authorities. The coastguards picked us out of the water, unknowing of the trauma we carried with us. Along with hundreds of other refugees and asylum seekers, I was sent to a detention centre on Manus Island in Papua New Guinea.”

“This wasn't about dignity, it was about surviving.”

No names, no rights

“I wasn't Aziz, I was number 002. To me, the number, the cruelty, the inequality and the dead-end situation symbolised the concentration camps of World War II. Recognising the situation, I switched on again, once again becoming the political activist from Sudan. My new mission was to let the world know what was happening here. I started filming and sending out messages with a smuggled phone. I knew it could get me into trouble but I accepted that. This wasn't about dignity, it was about surviving.”

People were suffering, cutting themselves, dying of medical negligence and suicide

“I saw this every single day and decided to be a survivor, a counsellor. By taking on this role, helping others, I survived myself. One day, after six years, I got the unforgettable phone call from the Martin Ennals Award to tell me that I had been nominated. Ironically, I couldn't take the call because I was preventing a detainee to take his life.”

“I decided to be a survivor, a counsellor. By taking on this role, helping others, I survived myself”

Human rights mean people are born equal, but I don't see the equality

“We come from oppressive regimes around the world, we don't have freedom of expression. We're tortured for it. The narrative is that refugees take the jobs and create violence in the community. Consequently we are trying to prove that we are capable, good people who want to contribute. We do carry a package of trauma with us, sealed and put away because people do not want to hear it. I am now in the privileged position to speak out, and when people hear my story, they might make a better judgement of who I am. Not the asylum seeker, the migrant or the refugee but Aziz.” ▶

Award winning singer-song writer and human rights defender Ani Zonneveld

“I am intolerant of intolerance”

Award winning singer-songwriter and human rights defender Ani Zonneveld represents freedom of religion and tolerance through her songs.

On 13 November the Permanent Representation of the Netherlands to the United Nations in Geneva drew attention to human rights and humanitarian issues in an artistic way: with “4 Corners of Expression”. At the United Nations, live on stage, 4 human rights were expressed through 4 different art forms: singing, drawing, dancing and vlogging.

Singer-songwriter and human rights defender Ani Zonneveld represents freedom of religion and tolerance through her songs.

Ani Zonneveld



Ani Zonneveld is a Malaysian-American Grammy-award winning singer-songwriter, writer, imam and human rights defender based in Los Angeles. She is the founder and president of Muslims for Progressive Values (MPV), an international human rights organisation that advocates for a liberal and progressive Islamic worldview.

Everything changed after 9/11

“I was in the music for 25 years, working as a songwriter and producer. But after 9/11 I discovered that I could use spiritual-themed music to put out a positive message. One that was counter to what became the inevitable narrative of Islamism, of terrorism, of Islam equals terrorism. It was my personal evolution at that moment, the evolution from music only to music and advocacy.”

“It was my personal evolution at that moment, the evolution from music only to music and advocacy.”

It is easier to hate than to love

“I now consider myself more an activist than a singer-songwriter. An activist promoting human rights culture in Muslim societies. A couple of years ago I performed at a Christian festival in the USA. An elderly man came up to me afterwards, saying that he hated everything about Islam and all things Muslim. That was his opening line. But then he started crying and said that after hearing me speak and sing his hate was gone. It made me realise that people do not necessarily want to hate but they need an alternative. It is easier to hate than to love.”

Muslims from the west don't have their own, western Islam

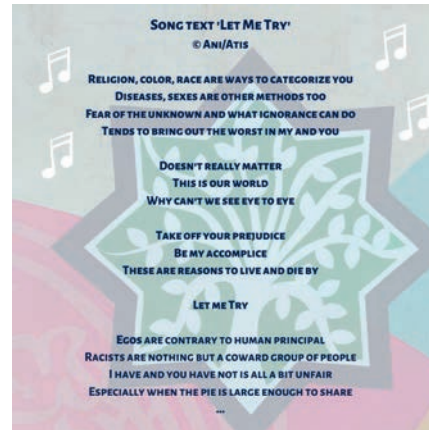
"Our Islam is imported from where we came from, for example a Turkish, Egyptian or Pakistani Islam. But having your own new-home culture and identity is extremely important. For the last 13 years, MPV has been developing our American Islam, an Islam that is egalitarian, inclusive, that endorses LGBTQ+ individuals, freedom of expression, freedom of conscience and the right to belief or not. All these values come intrinsically from Islam but also from the western society and democracy."

Encounter a lot of resistance

"We used to encounter a lot of resistance for what we stood for. But the statistics of the last 10 years show that in the US the majority of Muslims have become progressive. That is remarkable. This is not visible enough because the media always interviews the women in hijab and the conservative men with beards as representative of a Muslim, perpetuating the image and definition of what a Muslim is and is not. To the conservative Muslim, I'm not a real Muslim. And the media follow their definition."

No tolerance for intolerance

"I'm intolerant of intolerance, that's when I go into the offensive. That's where I draw the line. From all corners of the world, I have been attacked on social media. For years I kept quiet. As an advocate I didn't want to argue back because I thought the truth would eventually come out, but I noticed that the lies become the truth. Recently however, as a response, I've put out



First part of song text "Let Me Try" Ani Zonneveld performed "Let Me Try" at "4 Corners of Expression".

strong statements on Twitter and Facebook because I refuse to let anyone mischaracterise or kill the body of work that we've done."

Exit strategy

"We have an exit strategy. Our mission is to put ourselves out of work and the mission will be accomplished once our values are absorbed, implemented and lived by within the Muslim communities in America. I think that at the end of the day, the key point is that people don't want to be oppressed. We are the light at the end of the dark tunnel." ▶

Focus sur le club de course à pied des Nations Unies à Genève

Alexandra Laurent*

Près de 40 ans de course à pied aux Nations-Unies à Genève.

Le **Club de course à pied des Nations Unies à Genève (UNRC)** a été fondé au début des années 80. Il rassemble une quarantaine de collègues de tout horizon dont la moitié sont des femmes.

Les membres du Club bénéficient de vestiaires équipés de douches et de casiers individuels au rez-de-chaussée du bâtiment E du Palais des Nations. Les membres se réunissent de manière informelle mais quotidienne, souvent lors de la pause déjeuner, afin de courir ensemble sur des parcours variés (routes, chemins, bois, etc.). Les sorties peuvent durer entre une vingtaine de minutes à plus d'une heure. Depuis quelques années, bien que l'activité principale du club soit demeurée la course à pied, des activités complémentaires sont venues s'y greffer (comme la natation dans le lac, le vélo et le yoga).

Les membres du club prennent part à des compétitions locales notamment sur le canton de Genève (*Harmony Genève Marathon for Unicef, Tour du Canton, Course de l'Escalade, etc.*), mais aussi en France voisine. En outre, certains participent de manière régulière aux jeux inter-organisations des Nations Unies qui ont lieu chaque année sous les auspices d'une organisation internationale différente. Par exemple, les jeux de 2019 ont été organisés par l'UNESCO à Lisbonne au Portugal en mai 2019.

Page d'accueil du site Internet du Club de course à pied des Nations Unies à Genève.



Les membres du club consacrent un peu de leur temps à initier un public plus large aux activités pédestres ou à faire découvrir aux nouveaux venus à Genève les différents parcours de course à proximité du Palais des Nations. C'est ainsi qu'un programme pour la forme fut mis en place avec le service médical («*je cours pour ma forme*» et «*je bouge pour ma forme*» entre 2015 et 2017). En outre, des membres sont également invités à participer en tant que meneurs d'allure à l'entraînement pour la traditionnelle *Course de l'Escalade*, un entraînement qui parcourt le Palais des Nations une fois par an. Cet évènement contribue à renforcer le lien étroit qui existe entre la communauté internationale de Genève et la population locale en permettant à cette dernière de découvrir de manière ludique ce site historique.

Le 25 novembre 2019 s'est tenue la dernière Assemblée générale du club de course à pied. A cette occasion, un nouveau bureau fut élu et se compose comme suit :

- Une présidente: M^{me} Alexandra LAURENT (la première femme élue à la tête du club)
- Un trésorier: M. Jovan LICINA
- Une Secrétaire: M^{me} Judith LECLERCQ

Le travail du comité du club bénéficie, en outre, largement du travail accompli par: M. Richard CHALVERAT, en tant que webmaster; M^{me} Judith LECLERCQ et M. Walid DAHER, responsables, respectivement, des vestiaires femmes et hommes et finalement M. Nicolas MAYSTRE, qui en tant qu'ancien Président du club, assure la continuité. ▶

Si vous souhaitez vous aussi prendre part aux activités du club, inscrivez-vous directement au travers de notre site internet: <https://unrunninggva.wixsite.com/unrc>

* Alexandra Laurent est présidente du club de course à pied des Nations Unies à Genève, et travaille à la Conférence des Nations Unies sur le commerce et le développement (CNUCED).

December harvest of olives in Piégon, Drôme provençale

Alfred de Zayas*

Extra virgin olive oil from Nyons is extracted from the Tanche olive and produced by cold pressing.

Olive oil is part of our history and constitutes world cultural heritage. In 2010 UNESCO inscribed the Mediterranean diet, notably *olive oil*, cereals and fish, in the list of intangible cultural heritage. Several olive-growing areas have become UNESCO world heritage sites, including the orchards of Andalusia and the Battir groves in Palestine. Currently UNESCO considers the inscription of millennium-old olive groves in Catalonia, Puglia, Croatia and Montenegro.

Native to the Mediterranean basin, the olive tree was cultivated already by Mesolithic societies 8000-10,000 years ago, as documented by archaeological finds throughout Europe, e.g. in 1940 an oil lamp made of stone was found in the Lascaux caves of France. Olive oil fuelled not only lamps, but gave rise to industry and art – lamps made of alabaster, shell, bronze, iron and, of course, the cheaper red pottery lamp (there are thousands of them in museums throughout the world, dating back to the Chalcolithic age).

As we know from Greek mythology, the origin of the olive tree was a contest between Athena, Goddess of Wisdom, and Poseidon, God of the Sea, as to who would become the protector of the city to be built in Attica, which would be named after the divinity who gave the people the most precious gift. With his trident, Poseidon struck a rock from which water rushed out. Athena followed by striking another rock with her spear and producing the olive tree, lauded for its wood and fruit that rendered food, fuel, and shade. Not far from the Parthenon on the Acropolis rises Athena's tree spends tourists its shade.

Trade in olive oil expanded from Greece, Crete, Naxos, Cyprus, Syria, Egypt and Rome and found uses in the manufacture of soaps, cosmetics and perfumes.



Olympic athletes oiled themselves regularly for purposes of cleansing and moisturizing, as did women concerned with beauty and skin care.

Olive oil plays a role in rituals described in both the Old and New Testaments and is used in the Christian rites of Baptism, Confirmation, the ordination of priests, bishops and Popes, and for anointing the sick. Kings and Emperors have been daubed with oil, from Saul and David, to Justinian, Charlemagne, Saint Louis IX, Charles V of Habsburg, and Elisabeth II of England.

French olive oil is high quality, gourmet food. My favourite is the Nyons AOC produced in old traditional mills from the wrinkled black Tanche olive, which has a unique aroma and hazelnut/almond flavour. This December, for the fifth time, my wife Carla and I travelled to Piégon, just outside Nyons, to Swiss friends who own a large recreational orchard. Harvesting olives by hand – one by one -- is hard work – but lots of fun. The harvest of the ripe olive takes place end December/beginning January. The biggest olives are selected by hand to be put in the salt brine for six weeks. After curing, the olives can be spiced with garlic, rosemary, thyme etc. ▶

The origin of the olive tree was a contest between Athena, Goddess of Wisdom, and Poseidon, God of the Sea.

* Alfred de Zayas is a retiree of the Office of the High Commissioner for Human Rights (OHCHR).

La Suisse inconnue,
à la découverte des 26 cantons

Canton de Soleure: Feldbrunnen – St. Niklaus

Carla Edelenbos*

Une série de 26 impressions
des lieux plutôt inconnus – loin du
tourisme.

Depuis la gare de Soleure, j'arrive à l'arrêt de Feldbrunnen en 5 minutes, tellement le village est accroché à la ville. Néanmoins, ici, on est à la campagne!

Cette campagne verdoyante est dominée par le château de Waldegg, une belle demeure du XVII^e siècle qui trône sur la colline au-dessus de Feldbrunnen, un village privilégié à côté de l'Aare. Une belle allée traversant les champs mène au château depuis le village. Le château est maintenant un musée qui retrace l'histoire de la famille Besenval de Sury qui l'a construit dans les années 1680s. D'ailleurs, des membres de la famille vivent encore aujourd'hui dans l'aile orientale. Au XVII^e et XVIII^e siècle la famille a agrandi sa capitale par des alliances de mariage avantageuses (ils avaient même des liens de parentés avec la reine de France), par le commerce de sel et, surtout, par le commerce de mercenariat avec la France. Le recrutement pour le service étranger assurait à la famille des revenus importants, permettant un mode de vie luxueux et des carrières militaires pour les hommes. Quand je regarde ce beau bâtiment si harmonieux, il m'est difficile d'imaginer qu'il a été construit avec



© PHOTOS CARLA EDELENBOS

Depuis Genève, prenez le train pour
Soleure, et à Soleure ou le train
régional pour Oensingen ou le bus
N° 12 en direction d'Oberbalmberg.
Durée de trajet: environ deux heures.



l'argent généré par le recrutement des jeunes suisses comme mercenaires dans les guerres d'Europe. Ces conflits avaient laissé la Confédération helvétique bien tranquille, mais ses soldats y avaient participé activement. Rien qu'en 1678, quelque 25 000 soldats suisses avaient fait la guerre au nom de Louis XIV.

Maintenant, c'est une tranquillité pastorale qui règne sur ce paysage. Le jardin du château est agréable, de style baroque. Dans le potager, il y a des plantes de formes et aux couleurs impressionnantes. Depuis la terrasse, les sommets des Alpes bernoises forment des silhouettes aériennes. De l'autre côté, c'est le Jura qui enveloppe le panorama. Dans le bâtiment principal, il y a une bibliothèque avec un coin café, et bien sûr des salles d'exposition, avec des enregistrements audios et des petits théâtres de silhouette. Vu son ambiance hors du temps, le château est aussi populaire pour des concerts, et même des opéras y sont parfois joués.

Depuis le parking du château part le «chemin des mégalithes», un sentier pédestre qui mène le randonneur vers 13 grandes pierres laissées dans la forêt par le glacier du Rhône pendant la dernière ère glaciaire. Il faudra compter 4 heures pour le circuit entier, donc nous n'en faisons qu'un petit bout, juste pour voir la «pierre de glisse» (Rütschelistein). La légende raconte que les femmes qui désiraient un enfant se laissaient glisser du haut de cette pierre. Apparemment cette pratique était basée sur la

croyance que ces pierres étaient des endroits où les âmes des ancêtres se transformaient en nouvelles âmes d'enfants. Donc, si une femme touchait cette pierre, elle pouvait recevoir l'âme d'un enfant. Actuellement, ce sont surtout des enfants qui l'utilisent comme tobogan!

La commune est divisée en deux parties, Feldbrunnen en bas, à côté de l'Aare, et St. Niklaus sur la montée. Elles font un ensemble harmonieux de fermes, vieilles maisons, bâtiments modernes, belles villas Art nouveau et quelques fermes. La commune est indépendante depuis 1831. Presque la moitié du territoire de 249 hectares est couverte pas la forêt. Avec la ville de Soleure si proche, les magasins ont quitté le village, mais deux restaurants restent sur place. Dans une ferme qui se trouve au-dessous du château, nous achetons des œufs, les poules se baladent partout et certaines ont un look plutôt punk.

À St. Niklaus se trouve l'église, entourée d'un beau cimetière en terrasse bien entretenu, avec des roses et des chrysanthèmes ainsi que des cyprès et des thuyas. Nous y voyons les tombeaux de la famille du château et de bien d'autres personnalités soleuroises. L'église actuelle date de 1689 et est de style néogothique avec de beaux vitraux, marbres et bas-reliefs. En face de l'église commencent les gorges sauvages de la Verena, qui en 25 minutes mènent à l'ermitage de Sankt Verena par un très beau chemin, facile et bien aménagé. Mais attention, ces gorges ne sont plus sur le territoire de la commune de Feldbrunnen-St. Niklaus mais dans la commune voisine de Rüttenen.

Avant de partir, nous buvons un chocolat chaud au restaurant Pintli, non loin de l'église. C'est l'endroit idéal pour se réchauffer après nos balades dans le froid. L'ambiance y est chaleureuse, un beau mélange d'ancien et de neuf. Les anciens cartons de cigarettes qui décorent le mur nous intriguent – mais en fait non, le restaurant est bien non-fumeur! L'auberge propose une cuisine du terroir et organise aussi des concerts de temps à autre. Cela donne envie d'y retourner! ▶

* Carla Edelenbos est une ancienne fonctionnaire du Haut-Commissariat aux droits de l'homme (HCDH).

CAGI News

Opportunité unique!

49 appartements neufs dans le quartier des Nations destinés en priorité aux employés et employées de la Genève Internationale

Service de logement du CAGI

En collaboration avec la Fondation Terra et Casa, le CAGI est heureux de présenter en primeur le projet de l'Avenue Trembley concernant 49 appartements neufs destinés prioritairement aux employés et employées de la Genève Internationale.

Le CAGI (www.cagi.ch) est la porte d'entrée unique pour l'accueil, l'accompagnement et l'intégration des employés de la Genève Internationale, des Organisations Non Gouvernementales (ONG) et des délégués de passage à Genève.

L'un de ses services conseille notamment les employés de la Genève Internationale sur toutes les questions qui ont trait au logement dans l'arc lémanique. Il offre une plateforme informatique appelée bourse du logement et des conseils en matière de bail à loyer.

En partenariat avec la Fondation Terra et Casa, le CAGI est heureux de présenter en primeur le projet de l'Avenue Trembley. Ces appartements neufs sont prioritairement destinés aux employés de la Genève Internationale.

L'atout majeur des appartements

Cette réalisation bénéficie d'une excellente situation à côté du parc Trembley. Situés à proximité des organisations internationales, les appartements sont proches des écoles, des commerces et des transports publics. **Il y a 25 logements (entre 3 et 8 pièces) à loyer libre (sans conditions spécifiques) et 24 logements d'utilité publique (LUP) à loyer modéré de 3 à 5 pièces – en tout, 49 appartements prioritairement destinés aux employés de la Genève Internationale.**

Pour les 24 logements LUP, les conditions d'accès suivantes sont imposées par l'office cantonal du logement de Genève:

- un revenu maximum déterminant à l'entrée dans le logement
- 2 ans de résidence à Genève
- un assujettissement à l'impôt sur le revenu à Genève
- une occupation minimale de personnes par rapport aux nombres de pièces

L'emménagement dans les appartements est prévu au début de l'été 2020.

Les dossiers de candidature sont à adresser dès mi-février 2020 à:

Plafida Immobilier SA
Rue de Lyon 93
1203 Genève
regie@plafida.ch



Des informations détaillées sur ces logements et sur la procédure d'application seront publiées début février 2020 sur le compte Twitter du CAGI @CagiGeneva ainsi que sur les sites internet www.cagi.ch et www.fondation-terracasa.ch sous la rubrique NEWS. Pour toutes questions, veuillez contacter regie@plafida.ch ou immo.cagi@etat.ge.ch ▶

FONDATION
TERRA
& CASA



LA FONDATION TERRA ET CASA

Créée à Genève en 1959, la Fondation a pour mission de développer et d'entretenir un parc immobilier de qualité, dont les logements sont prioritairement mis à la disposition des employés et employés d'organisations, d'organismes ou d'entités liés aux activités de la Genève Internationale.

Grâce à son action, son réseau et ses compétences, la Fondation facilite l'intégration des résidents internationaux à Genève et œuvre au renforcement de Genève comme pôle unique de gouvernance et de compétences mondiales.

CAGI SUPPORT & SERVICES

(all free of charge)

Newcomer Network Service

The Newcomer Network Programme for Internationals and their families, facilitates integration into Geneva and its region. For example, by organising excursions to discover the local area. By hosting lunch time conferences on education, health and other important practical issues of daily life, by running the language platform and helping establish 'language tandems.

Housing Service

Support finding accommodation through its online housing platform and personalised VIP service for Ambassadors, Heads of International Organisations, as well as their Deputies. Proofreading of rental contracts and tenancy law advice. Hosting of regular lunch time conferences on housing issues.

Events Service & Cultural Kiosk at UNOG

The Cultural Kiosk, in the heart of the Palais des Nations, offers event tickets and information on cultural and tourist activities locally and across Switzerland.

NGO Service

Assistance and support to International non-governmental organisations (INGO), whether already based in, or interested in establishing an office in Geneva.

Delegates Welcome Service

Offering support, including potential subsidy for accommodation, to delegates attending international conferences, within the framework of International Geneva.

Delegates Information Desk

Welcomes and supports delegates during the main conferences held at International organisations in Geneva, including UNOG

SAVE THE DATE

A La Pastorale

(open to all & free of charge)

05.03.20 conférence Logement.

10.03.20 ateliers International NGO Legal Update 2020.

17.03.20 workshop dedicated to spouses and partners: specificities of the local job market.

19.03.20 conférence du Réseau d'Accueil «Practical Geneva».

Février/mars séance pour époux/épouses/partenaires concernant l'insertion professionnelle.

A l'extérieur

24.02 au 20.03 Delegates Information Desk 43^e session du Conseil des droits de l'homme.

Follow our Twitter account for the exact timing and other useful updates about our activities.

Publireportage

De la rédaction à la distribution:



a conclu un
partenariat
360 degrés avec
le magazine

UNtoday

la revue officielle
des fonctionnaires internationaux
de l'ONU.



PCL Régie publicitaire est un département créé en mai 2018 par PCL Presses Centrales SA à Renens, près de Lausanne. Ce service composé de 6 personnes issues de la presse et du digital garantit un savoir-faire ainsi que de véritables solutions aux éditeurs souhaitant privilégier un partenariat de proximité pour la gestion et la commercialisation de tous magazines, revues et journaux. L'intégration de ce team expérimenté depuis plus de 30 ans dans la gestion administrative et commerciale de la **Feuille des avis officiels du canton de Vaud**, a permis à la régie de s'ouvrir à de nouveaux mandats pour les magazines **Propriété**, **Jardin romand** ainsi qu'à **Combi Vaud+** (combinaison de 12 titres de presse locale (VD+FR)).

Proximité, tradition et respect du développement durable

Forte de 240 ans d'expérience et entreprise de référence en Suisse romande, PCL Presses Centrales mise sur l'excellence en alliant son savoir-faire aux technologies les plus avancées. Soucieuse de son engagement de qualité, de traçabilité et de production dans le respect du développement durable, PCL Presses Centrales est au bénéfice de nombreuses certifications techniques et environnementales, gageant de la conformité de l'entreprise.

Grâce à ses 70 collaborateurs équipés de nombreuses machines en offset et en numérique, PCL Presses Centrales SA se tient à votre disposition pour tous travaux d'impression et de reliure, de l'exemplaire unique aux tirages les plus élevés.

Une synergie de compétences à votre service

En ajoutant un département de régie publicitaire à sa palette de prestations, PCL Presses Centrales offre ainsi un service «all inclusive» pour l'édition globale de tout magazine:

- La commercialisation publicitaire
- La réalisation graphique
- La mise en page
- L'impression
- La distribution

Autant d'étapes spécifiques réalisées par des personnes spécialisées et compétentes et encadré par un service administratif qui gère tant la facturation, les abonnés, le contrôle des parutions que les statistiques REMP.

C'est avec plaisir que toute l'équipe des PCL Presses Centrales et PCL Régie publicitaire a œuvré ensemble à la création totale de ce magazine pour que votre **UNtoday** se retrouve entre vos mains en temps et en heure à chacune des 10 parutions prévues en 2020.

***La démonstration par l'exemple
ne vaut-elle pas toutes les argumentations...?***

Nous sommes à votre entière... disposition!

PCL Presses Centrales SA | Régie publicitaire

Av. de Longemalle 9 | 1020 Renens

Tél. +41 21 317 51 72 | Fax +41 21 317 51 76

regiepub@pcl.ch | regiepub.pcl.ch



OGIC une nouvelle nature de ville

2 ADRESSES D'EXCEPTION

À DEUX PAS DE LA SUISSE



OGIC.FR

**INVESTISSEZ.
HABITEZ. RESPIREZ.**

FERNEY-VOLTAIRE

ÉLOGE

Une création contemporaine, élégante et durable

PRÉVESSIN-MOËNS

VILLA SÉRÉNA

Profitez d'une véritable vie de village

OGIC SAVOIE-LÉMAN, SASU au capital de 30 000 euros, RCS Nanterre n°793 163 056, titulaire de la carte professionnelle « Transactions sur immeubles et fonds de commerces » sans engagement de recevoir des fonds, délivrée le 22 février 2018 par la CCI Paris IDF sous le n° 9201 2018 000 024 812 - Représentée par son président, la société OGIC, SA à Directoire et Conseil de surveillance au capital de 3.702.600 Euros, RCS Nanterre n° 382 621 134. Sièges sociaux : 58/60 avenue Edouard Vaillant, 92100 BOULOGNE BILLANCOURT.
Illustration non-contractuelle : ©Visiolab - PLM



01 87 64 40 00



DÉCOUVREZ L'ENSEMBLE DE NOS RÉSIDENCES SUR **PRIAMS.FR**



CHEZ PRIAMS,
DEPUIS PLUS DE 20 ANS,
NOUS SÉLECTIONNONS LES
MEILLEURS EMPLACEMENTS
POUR VOUS OFFRIR UN CADRE
DE VIE UNIQUE, EXCLUSIF
ET DURABLE, LA PROXIMITÉ
DES SERVICES ET LE CONFORT
AU QUOTIDIEN AUXQUELS
VOUS ASPIREZ.

**PRIAMS, LA QUALITÉ DE VIE,
LE PATRIMOINE EN PLUS**



ESPACE CONSEILS & SHOWROOM
Angle Route de Meyrin
et Chemin de la Planche Brûlée
FERNEY-VOLTAIRE

TÉL +33(0)4 50 23 19 13