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**Includes  
extracts from  
the 11th Ordinary  
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# REFLECTIONS ON WEST AFRICA'S SECURITY IN THE CONTEXT OF THE GLOBAL WAR ON TERROR\*

CYRIL I. OBI\*\*

## ABSTRACT

This article is hinged upon an analysis of West Africa's Security in the context of the global war on terror. It interrogates the attempts at integrating the region's security into a global security architecture, and its implications for political stability and security in West Africa. From a conceptual perspective, attention is directed at explaining the nature of 'new terrorism' in the light of the changing geo-politics of West Africa in a rapidly globalising world. This provides the context for the re-definition of West Africa largely in terms of global energy security and the possible threat of 'militant' Islam to global security. In conclusion, some critical observations are made about the dominant discourse of West Africa's place in post-Cold War global security, and the need to ensure that the human aspects of democracy and development are not glossed over or subordinated to globally hegemonic militarist interests in the region

## Background: Transnationalisation of Terror in a post-Cold War World

This paper explores the ramifications of the challenges facing the West African region in the context of post-Cold War international terrorism and counter-terrorism. This involves analyzing the issues that flow from the integration of West Africa into emerging post-9/11 global security arrangements led by the United States and its allies across the world (Barnes 2005: 235-252). A critical point in the unfolding scenario is the

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# THE UN MISSION IN ETHIOPIA AND ERITREA IN RETROSPECT

ANDREA DE GUTTRY\*

## ABSTRACT

The relations between Ethiopia and Eritrea have been constantly monitored by the United Nations since the moment of the first signal of increasing tension between the two countries. The role played by the UN in this regard can be divided into five main phases: a "political phase" (starting from 1998) aimed at requesting the parties to avoid any step which could further aggravate the conflict; the "sanctions phase" (starting in Spring 2000) during which the UN Security Council decided to impose sanctions on the two States; the "humanitarian phase" (starting from March 2000) during which the UN system carried out all possible efforts to address the humanitarian crisis affecting the two countries; the "post-war settlement phase" (starting from September 2000) during which the UN decided to deploy the UN Mission to Ethiopia and Eritrea and, finally, the "disengagement phase" (starting in Winter 2008) in which the Security Council and the UN Secretary-General, facing extremely troubled relations especially with Eritrea, are about to downsize their involvement in the area. In this article the author aims at critically analysing the role played by the United Nations in these various phases in order to assess the real contribution offered by the UN in brokering a solution to the various existing disputes between the two States in that sensitive area of Africa. The main focus, obviously, is the role of the UN in implementing the 2000 Algiers Agreements on Cessation of Hostilities and, more specifically, the role played by the UN Mission to Ethiopia and Eritrea, a typical peace-keeping operation which has met unique challenges. The general conclusion the author reaches is that the UN Security Council and the UN system in general, played a significant role and proved a high level of flexibility, adapting the mandate of UNMEE to the evolving situation in the field.

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# FOSTERAGE IN WEST AFRICA: CONTEXTS OF CHILD FOSTERAGE AND CHILD DOMESTIC WORK IN THREE DISTRICTS IN NORTHERN GHANA

GETRUDE ADOBEA OWUSU & FRANCIS G. AGYEI\*

## ABSTRACT

Although fosterage is notable only in few regions of the world—Oceania, the West Indies, and West Africa, it is very widespread in West Africa and shows characteristics peculiar to this region. This study which was conducted in three districts in the Upper East and Northern regions of Ghana using qualitative in-depth techniques, offers advantages of revealing the contexts of fosterage and providing information from both the foster children and parents, among others. It confirmed most of the documented peculiarities of fosterage in West Africa. Notably, the children were very young, females more than males were fostered and it occurred mostly within the extended family setting. Also, the study confirmed new trends in fostering in the sub-region, most of the foster children were benefiting from schooling, as well as a rural to urban trend. Crisis fosterage seemed to be predominant, further supporting the theory of kin selection associated with fosterage in West Africa. From these perspectives then, the context of fosterage unveiled in our study indicated that the fosterage served a survivalist function for the children involved, and the extended family at large. In the face of some challenges for both the foster children and their foster parents, all the children interviewed said that compared to their biological homes, they fared better in the foster homes. The foster parents also derived some benefits from the fosterage—both latent and real. We recommend that children should not be engaged as child domestic workers, and that there should be increased interaction and communication between foster children and foster parents. Policy implications of the findings are given.

Key Words: Child domestic worker, child fosterage, co-wife rivalry, crisis fosterage, foster parent, polygynous marriage

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# THE RELEVANCE OF TEAMWORK IN THE MANAGEMENT OF CHANGE IN EDUCATIONAL INSTITUTIONS

REUBEN K. ESENA\*

## ABSTRACT

This paper discusses teamwork in educational institutions. While it may be laudable in intention, teamwork can be a mixed blessing and the decision to adopt a teamwork approach should fulfil specified purposes that require knowledge of the relative advantages and disadvantages. The question that arises is: "What is the role of teamwork in the management of change?" One intention of this paper is to discuss the relevance of teamwork as a management strategy that addresses instructional reform in educational institutions. It also explores and analyses how educational reforms could be addressed manageably.

## Introduction

Teamwork, has become an important concept in the management of change in educational institutions. Many claims have been made for teamwork but the greatest claim is that a team is able to achieve something that each individual working on his or her own might not. While it may be laudable in intention, the argument is that teamwork can be a mixed blessing and the decision to adopt a teamwork approach should fulfil specified purposes and there is the need to weigh its relative advantages and disadvantages. Adair (1987) has argued that there are vast tracts of work where teamwork is unnecessary. For example, "stuck" teams have been identified which have lack of identity and purpose, lack of openness and honesty, lack of concern and constructive contributions (Katzenbach and Smith 1993b).

The question that arises is: "What is the role of teamwork in the management of change?" One intention of this paper is to discuss the

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