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FINANCIAL SITUATION OF THE ORGANIZATION AND ITS IMPLICATIONS FOR THE IMPLEMENTATION OF THE 36 C/5

REPORT BY THE DIRECTOR-GENERAL ON THE IMPLEMENTATION OF THE ROADMAP TARGETS

ADDENDUM

SUMMARY

Pursuant to Item 2805.7 of the UNESCO Administrative Manual, the UNESCO Staff Union (STU) submits its comments on this report by the Director-General.

1. The UNESCO Staff Union (STU) continues to support generally the implementation of the roadmap targets. However, some aspects of the targets are problematic in terms of staffing.
2. In regard to **Target 4**, which deals with the field reform in Africa, and as mentioned in its comments on document 190 EX/31, STU supports the reform of the field network and the need to strengthen it, including in Phase 1 which covers Africa. Although STU may not under its terms of reference comment on decisions concerning the structure and policy directions, this reform directly affects members of staff, including those already in field posts and those who will be redeployed under this reform. STU supports the concept of mobility but is concerned at the lack of information on various points such as the composition of the staff in the five multisectoral regional offices, the criteria that have been or will be used to assign staff, and the future of the international and local staff in offices that are being or will be closed. On the latter point, STU calls for agreements to be negotiated, as far as possible, with other United Nations agencies in the field in order to accommodate local staff affected by office closures and for discussions with the Member State concerned in order to provide for the redeployment of the remaining staff. STU will keep a watchful eye on the award of compensation in accordance with United Nations system conventions.
3. As to **Target 10** on a better balance between posts in programmes and in administration, following the Director-General's decision to freeze 100% of vacant posts (not necessarily applied), STU wonders whether action under this head is being taken clearly and transparently in the sectors and services with a view to maintaining a high level of competence and career

development. Moreover, the application of a systematic freeze of absolutely all posts falling vacant will seriously jeopardize continuity of service, not to mention the loss of the Organization's memory given, in particular, the high number of retirements due by 2014. The consequences of this decision are already being keenly felt by the staff: they open the door to abuse by supervisors, with the approval of the Bureau of Human Resources Management (HRM) and the Bureau of Financial Management (BFM), involving in particular non-compliance with employment contracts by redistributing the tasks of staff who have left the Organization, often at a higher grade, to staff at the same or a lower grade with no compensation at all (no special post allowance or reclassification). STU has called on staff to report and reject such abuse. Lastly, for some duties, units will be paralyzed during holiday periods, sick leave or maternity leave as, in some cases, there is only one staff member left who is qualified to keep them operational. Staff are therefore working under constant pressure as a result, with all of the risks entailed in terms of programme delivery.

4. As to **Target 12** and, in particular, the recent realignment of HRM's structure, STU is concerned at the large number of abolished or vacant posts in HRM now that management of the Organization's human resources is crucial. In relation with the current process of grouping together administrative officer (AO) units and reducing posts in those units, several of their staff members who have knowledge and experience of human resources should be transferred to HRM to increase its support base. Moreover, STU reiterates its longstanding demand that all staff management functions be recentralized from the sectors and services to HRM as the only means guaranteeing effective human resources management compliant with rules and regulations.

5. In regard to **Target 13** on the number of posts in the Executive Offices (EO) and Administrative Offices (AO), STU is of the opinion that the sectors' AO units cannot be grouped together in the same way as for central services' AO units, since management of a programme sector's activities implies familiarity with the programme, projects and activities and providing advice and support to programme specialists. The role of programme sector AOs may not therefore, for that and other reasons, be confined to the performance of interchangeable roles. That would amount to losses on all counts, namely experience, expertise, quality of work, career development and enhanced skills. A reduction is necessary but not to the detriment of the quality of the work done by sectors' AO units.

6. In regard to **Target 15** on the more efficient use of available office space, as mentioned in the STU's comments on document 190 EX/33, STU wonders whether it is feasible in the light of its effect on the staff's working conditions (see detailed comments in the addendum to document 190 EX/33).

7. As to **Target 17**, STU is particularly concerned about the future results of the Administrative Reform Initiative for "Transforming Administration and Strengthening Client Orientation" (TASCO), as STU deplores the fact that the proposals were formulated without consulting all of the staff concerned, from the bottom up, and that, inevitably, as all alternatives and ideas have not been explored, unforeseen additional costs will be incurred when the purpose of the exercise was to make savings. STU wonders how administrative processes can be reformed without questioning the daily users of those processes. Although the document refers to creating synergies, STU stresses that to do so, all stakeholders must be included, otherwise there can be no synergy.