



ASSOCIATION INTERNATIONALE DU PERSONNEL DE L'UNESCO  
INTERNATIONAL STAFF ASSOCIATION OF UNESCO

Madam Chairperson,  
Mr Representative of the Director-General,  
Distinguished delegates,

*It is an honour to be speaking here before you.*

#### Regarding Geographical distribution

*The International Staff Association of UNESCO (ISAU) regrets that the recruitment of nationals from over-represented countries **continues to increase**. How can we justify the fact that some countries exceed by far their maximum quota? While we welcome the recruitment of young professionals, this measure alone is insufficient to solve the problem. Other **concrete and immediate measures are needed**. Why not, for example, **temporarily suspend the recruitment of nationals from significantly over-represented countries?***

*Current data **does not allow** for the assessment of **actual** geographical distribution accurately, since Member States do not have this information regarding either Project Appointments (PAs) or extrabudgetary posts. However, the staff occupying these posts have the same responsibilities and duties as staff holding other posts. The posts should therefore be examined in terms of geographical distribution. In addition, and particularly in the context of the integrated budget, we also call for **greater transparency** in the recruitment of PA posts, of which there are more than 400. It is surprising that these recruitments, which can involve posts having especially important functions, are entrusted solely to the sectors; and since the posts are not subject to Appointment Review Boards (ARBs), they avoid the effective control of the Bureau of Human Resources Management (HRM) and the Staff Associations.*

#### Gender balance

*ISAU welcomes efforts to ensure gender balance in the Organization but regrets, nonetheless, that the situation at the P-5 level has deteriorated further. HRM must take concrete measures to rectify this anomaly. In addition to the external recruitment of women at this level, ISAU recommends that internal promotions be encouraged. Many women already in the Organization have proven themselves in posts at previous levels and should not be confined to them.*

#### The International Labour Organization Administrative Tribunal (ILOAT)

*This report of the ILOAT reveals the existence of a major problem in UNESCO's internal justice system and in the management of individual cases. For this reason, ISAU supports the corrective measures announced by the Administration and its intention to focus on the development of conflict prevention mechanisms, in particular through mediation. In that connection, ISAU intends to perform its dispute-settlement role to its full extent.*

*ISAU is also working closely with HRM to prepare the revision of the Statutes of the Appeals Board, which should make for an internal justice system which is **fairer and more effective**, particularly in terms of **time limits**. A fair and effective system requires adequate **financial and human resources**. The new system should be based on fundamental legal principles, such as access to justice for all and equality of the parties. ISAU advocates for legal counsel accessible to all.*

Since lack of communication is a major cause of conflict, managers must receive **training in conflict management and non-violent communication**. We are calling for better human resources management, which makes it possible to resolve disputes between the Administration and our colleagues as effectively as possible. The many management deficiencies identified in the report have been damaging to the Organization – in terms of both cost and reputation.

We therefore encourage the Administration to take swift action to set up this new system of internal justice, to ensure strict application of the rules and procedures, and to **invest in conflict prevention and manager training**.

#### The Invest for Efficient Delivery plan

ISAU would have liked the report to place more emphasis on the **evaluation of training** and to provide a more systematic analysis of the **impact of training** on the Organization's actual practices and operations. Such evaluation is necessary where, given the reforms under way, resources are to be invested in order to increase programme effectiveness. This would be especially relevant to training related to team management, leadership, and particularly resource mobilization, for which the concept of return on investment is entirely appropriate. To this end, we stress the need to efficiently strengthen the team in charge of training and career development.

#### The International Civil Service Commission (ICSC)

ISAU, in its capacity as the organization holding the Vice-Presidency of the United Nations International Civil Servants Federation (UNISERV), actively participates in the work of the ICSC to implement policies and measures aimed at improving staff salaries and working conditions. We strive, in particular, to ensure geographical diversity in accordance with the Charter of the United Nations.

At our recent meeting with the Director-General, we expressed the wish that the next Director of the Bureau of Human Resources Management should not be a seconded officer, in order to ensure stability within HRM. Finally, we reiterate the staff's wish to hold a meeting with the Director-General and her entire team.

Thank you.