SRC Staff Representation Committee

30 June 2026
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An Open Letter to the Secretary-General of the Organisation of Southern Cooperation (OSC), Mr. Manssour Bin Mussallam: Leadership, Accountability, the Duty of Care During the Closure of the Organisation and the Issue of Salaries, Benefits and Entitlements Unpaid for a Period over 15 months

Dear Mr. Secretary-General,

We write this open letter, with reference to the previous letters addressed by the Staff Representation Committee (SRC) about the issue of salaries, benefits and entitlements unpaid for a period over fifteen months, which remain unanswered. It is an appeal for dialogue, transparency, and compassionate leadership at a time when the future and well-being of the Organization's staff remain in serious jeopardy.

The closure of an international organization is an extraordinary undertaking, measured by how faithfully it honours its commitments to its devoted staff members. As Secretary-General, your mandate comes with a fiduciary responsibility to protect the interests of the Organization and to ensure that its legal, contractual, and moral obligations are fulfilled. Among those obligations, none is more pressing than the duty of care owed to the international and local civil servants who faithfully served the Organization.

Staff salaries, benefits and entitlements, as listed in the attached Annex, remain unpaid since March-April 2025, a period of some sixteen months. Despite the suspension of salaries and benefits beginning in March-April 2025, staff continued to perform their responsibilities with diligence and loyalty. Many worked well beyond normal working hours, often under significant personal strain, because they believed in the mission of the Organization and trusted the assurances repeatedly provided by you in your capacity as Secretary-General that the financial challenges would soon be resolved. Those undertakings include unfulfilled pledges for an endowment of $25 million and a loan of $20 million to the Organization, made on various occasions and reinforced with issuance of indeterminate employment contracts and promising remarks to staff such as "money is not an issue in this organization", "we had some financial issues but now they are behind us" and "you can always rely on me on financial issues".

The staff are forced to conclude that they have been actively misled regarding their unpaid compensation, and that the Secretary-General and Head of Administration bear the primary responsibility for this misrepresentation.

The assurances were accepted in good faith. Far beyond financial inconvenience, staff face struggles to meet basic household expenses: children's education disrupted, medical treatments postponed, and housing insecurity are just some of the disastrous effects. Staff report this is causing them immense hardship and stress. They reorganized their personal finances, borrowed from family and friends, postponed financial obligations, depleted savings, and made considerable sacrifices in the expectation that the Organization would honour its commitments within the timeframe communicated by its leadership. It is now obvious that their trust was misplaced.

For six months, staff have received little formal information regarding the progress of the closure, the implementation of the decisions of the Fourth Extraordinary General Assembly held in December 2025, the status of outstanding staff salaries and entitlements, or the anticipated timeline for concluding the Organization's obligations.

The majority of staff holding professional positions established a Staff Representation Committee, a well-established feature of sound governance across the international civil service. Representative bodies exist not to challenge institutional authority but to strengthen communication, promote mutual understanding and help resolve issues through dialogue rather than misunderstanding and confrontation. It has been deeply discouraging that the Committee's efforts to establish communication have been met by your office with resistance and no response. **The staff's shared aspiration is not confrontation but resolution of pending matters as soon possible so that we all can peacefully move on to the next chapter of our professional lives.**

The Fifth Extraordinary General Assembly, convened at your invitation, represented an important opportunity in determining the future of the closure process and, inevitably, the future of its staff. Staff hoped it would provide an occasion for meaningful engagement with Member States, even a formal briefing. But the SRC became aware of the 19 June session only through information received from third parties, and just a day before it began. We can only conclude this exclusion of staff was deliberate.

OSC staff are not external observers of this process or mere ancillary players. They are among its principal stakeholders. Their long and dedicated service has earned them a legitimate interest and a reasonable expectation of being kept informed of major meetings and decisions that directly affect their rights, livelihoods, and futures. As dedicated staff, we seek neither special privilege nor sympathy. We claim the right to justice, fairness, transparency, civility, dignity, and the fulfilment of commitments undertaken in good faith. We remain convinced that these objectives are both achievable and worthy of the Organization whose mission we have proudly served. In this constructive spirit, we urge you to take the necessary realistic steps, without further delay, to solve the humanitarian crisis now facing all OSC staff for more than a year; a year now vanished from their and their families' lives.

Staff Representation Committee (SRC)
(formed by a significant number of the Organisation of Southern Cooperation (OSC) staff)

Annex:
The List of Outstanding Staff Rights, Benefits And Entitlements

Cc:
1) All diplomatic missions and representations of international organizations based in Addis Ababa, Geneva and New York
2) Executive Heads of major international and regional organizations
3) Federation of International Civil Servants' Associations (FICSA)
4) International, Regional and National Media Houses

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ANNEX

THE LIST OF OUTSTANDING STAFF RIGHTS, BENEFITS AND ENTITLEMENTS

1. **Staff salaries unpaid for up to 15-16 months depending on staff category**
2. **Unpaid benefits and entitlements:**
   - Savings in the Staff Pension Fund
   - Medical expenditures since September 2024
   - Unused annual leave days
   - Rental subsidy for the year 2025 and 2026
   - Repatriation travel costs
   - Miscellaneous expenditures such as visa fees covered by staff
   - Salary payments to all staff for the three-month termination notice period as indicated in the Admin Memo of 29 December 2025
3. **A fair and just amount of compensation:**
   As *ex gratia* compensation for damages and hardship caused by delayed salary payments and lack of medical insurance, since September 2024 up until to date, in the amount of 6 months of salaries
4. **Consistent Administrative Procedures such as:**
   - Completion of separation procedures,
   - Issuance of letters of termination and/or Personnel Action Forms duly prepared Employment Certificates, reflecting applicable salary scales for the biennium 2025-2026 and all positions held at the OSC, and all benefits and entitlements including pension fund, home leave, annual leave, rental subsidy, health insurance,
   - Calculations of what is owed to each staff member calculated based on the revised salary scales approved by the General Assembly in November 2024 and submission to each staff member a detailed and properly calculated statement of all unpaid salaries, benefits, pension contributions, and entitlements such as rental subsidy, reimbursement of repatriation travel and medical expenditures, payment for unused leave days
5. **Correction of Hasty Administrative Actions** taken in 2025 and 2026, such as retroactive termination notices, retroactive changes to termination notice periods announced through Admin Memo of 29 December 2025, amendment of termination notice period foreseen in SRRs, merger of departments not called for by programmatic necessity and placing staff on administrative leave in an arbitrarily selective manner, deviation from established procedures in case of resignations
6. **Institutional Transparency Measures:**
   - **Distribution of official General Assembly Documents** to all staff the official records, resolutions, and working documents adopted during its ordinary session in November 2024 and the Extraordinary Sessions of the General Assembly held in December 2025 and June 2026, particularly those relating to staff salaries, benefits and entitlements and organizational closure arrangements.
   - **Disclosure of the Loan Agreement of USD 20 million (GA, December 2021), details of endowment in the amount of USD 25 million (promised in an interview given around the Founding Summit, January 2020) and OSC financial statements** on incomes and expenditures covering the Organization's full operational period, even if still unaudited, in the interest of transparency and accountability toward staff and Member States and Associate Members.