

QUESTIONS AND ANSWERS (A&Q)¹

OSC Staff Representation Committee (SRC)

Staff Rights and Justice Initiative (SRJI)

Introduction

This Questions and Answers (Q&A) document has been prepared by the OSC Staff Representation Committee (SRC) and the Staff Rights and Justice Initiative (SRJI) to provide accurate, transparent, and up-to-date information regarding the Committee, its mandate, and the humanitarian and administrative crisis affecting current and former staff members of the Organisation of Southern Cooperation (OSC).

The Q&A aims to answer the questions most frequently raised by Member States, diplomatic missions, international organizations, the media, civil society, and current and former OSC staff members. It will be updated periodically as new information becomes available.

1. What is the OSC Staff Representation Committee (SRC)?

The OSC Staff Representation Committee (SRC) is the representative body established by the majority of the OSC's professional and senior staff to represent the collective interests of current and former staff members affected by the Organization's closure and the prolonged non-payment of salaries, benefits, and other contractual entitlements.

The Committee serves as a trusted platform to document verified information, safeguard and advocate for staff rights, engage constructively with relevant stakeholders, and pursue all appropriate lawful avenues to achieve a fair, timely, and equitable resolution of outstanding staff claims.

2. What is the Staff Rights and Justice Initiative (SRJI)?

The Staff Rights and Justice Initiative (SRJI) is an initiative of the OSC Staff Representation Committee. It serves as the Committee's principal platform for communication, advocacy, stakeholder engagement, and public outreach.

Through the SRJI, the Committee seeks to promote transparency, accountability, respect for staff rights, and constructive dialogue while providing verified information and updates concerning the ongoing situation affecting OSC staff members.

3. Why were the SRC and the SRJI established?

The SRC was established after prolonged efforts by staff members to resolve outstanding salary, benefit, and contractual entitlement issues through constructive internal dialogue did not produce meaningful progress.

¹ The Q&A reflects the SRC's understanding based on information available at the time of publication (10 July 2026) and will be revised if new official information becomes available.

The SRJI was subsequently created to provide an institutional platform through which the Committee could communicate transparently with Member States, diplomatic missions, international organizations, the media, civil society, and other stakeholders. It enables the Committee to provide verified information, coordinate collective advocacy efforts, and encourage constructive engagement toward a lawful and equitable resolution.

4. Who can become a member of the SRC?

Membership is open to both current and former OSC staff members affected by the Organization's closure and the prolonged non-payment of contractual entitlements.

Since the Extraordinary General Assembly extended the closure process until 30 September 2026, a number of staff members continue to serve the Organization during the transition period, while many others have already separated from service. Both groups are eligible to participate in the Committee.

5. Is there a membership fee?

No. Membership of the SRC is entirely voluntary and free of charge.

Should the Committee decide to engage external professional services, such as legal counsel or other specialists, members who wish to benefit from those services may be invited to contribute voluntarily toward the associated costs. Any such arrangements would be communicated transparently to members in advance.

6. Can individuals who are not OSC staff members become members?

Membership is reserved exclusively for current and former OSC staff members.

However, individuals and organizations that support the Committee's objectives are welcome to become friends and supporters of the SRJI. Their support may include raising awareness of the humanitarian situation affecting OSC staff, encouraging constructive dialogue, sharing verified information, and promoting a fair, transparent, and timely resolution.

7. Is the SRC a permanent body?

No.

The SRC is an ad hoc representative body established for a specific purpose: to coordinate staff representation and support efforts aimed at securing the payment of all outstanding salaries, benefits, and contractual entitlements, while promoting transparency, accountability, fairness, and respect for staff rights throughout the OSC closure process.

Part II – The Staff Crisis

10. What is the nature of the current staff crisis?

The current situation stems from the prolonged non-payment of salaries, benefits, and other contractual entitlements owed to current and former staff members of the Organisation of Southern Cooperation (OSC) during the Organization's closure process.

Many staff members have remained unpaid for between 13 and 16 months despite continuing to perform their duties for extended periods during the closure process. The situation has resulted in significant financial hardship for affected staff members and their families and has raised important humanitarian, contractual, governance, and administrative concerns.

The SRC continues to advocate for a fair, transparent, and timely resolution through constructive engagement with all relevant stakeholders.

11. How much is currently owed to OSC staff?

The Executive Management and the Department of Administration have not yet provided staff with a comprehensive and verified statement of all outstanding financial obligations. Consequently, it is not possible to determine the exact amount currently owed.

Outstanding contractual entitlements include, among other items:

- Salaries outstanding for approximately 13–16 months;
- Rental subsidy and other contractual allowances;
- Employer and employee pension contributions, where applicable;
- Repatriation entitlements;
- Payment for accrued but unused annual leave;
- Medical reimbursements following the suspension of medical insurance in September 2024;
- Official expenses incurred by staff on behalf of the Organization, including visa fees and other mission-related costs; and
- Any other contractual benefits and entitlements due under applicable staff regulations and employment contracts.

Based on information currently available, the Committee estimates that the total outstanding financial obligations to staff amount to approximately **USD 4.5 million**. This figure remains an estimate and may change once the Organization completes a full financial reconciliation.

12. How many staff members have been affected?

The crisis has affected both current and former international and locally recruited staff members employed by the OSC during its operational and closure phases.

While many staff members have already separated from service, others continue to support the Organization during the extended closure process approved by the Extraordinary General Assembly.

13. What impact has the prolonged non-payment had on staff members?

The prolonged delay in the payment of salaries and contractual entitlements has had serious humanitarian and personal consequences for many staff members and their families.

Affected staff have experienced significant financial hardship, including difficulties in meeting essential living expenses such as housing, healthcare, education, transportation, and family obligations. The suspension of medical insurance has further increased financial pressure by requiring staff members to bear healthcare costs personally.

Beyond the financial impact, the prolonged uncertainty has affected morale, well-being, and professional stability. Despite these challenges, many staff members continued to discharge their responsibilities professionally during the Organization's closure process.

14. What steps has the SRC taken to resolve the matter?

From its establishment, the SRC has consistently sought to resolve the situation through constructive dialogue and established diplomatic channels.

Among other initiatives, the Committee has:

- Requested meetings with the Secretary-General;
- Submitted formal communications and proposals to the Secretary-General;
- Addressed appeals and information notes to Member States;
- Engaged with the Host Country and other relevant stakeholders;
- Sought dialogue with international staff representative organizations;
- Established the Staff Rights and Justice Initiative (SRJI) to promote transparency and facilitate stakeholder engagement; and
- Developed communication platforms to provide verified information and regular updates.

Throughout this process, the Committee has consistently emphasized dialogue, transparency, accountability, and mutually acceptable solutions.

15. What has been the response to these efforts?

The Committee acknowledges that a number of stakeholders have expressed concern regarding the situation and have engaged with the SRC in various ways.

At the same time, many of the Committee's formal requests for meetings, updates, and greater transparency have not yet resulted in substantive engagement or a comprehensive resolution of the outstanding staff claims.

The SRC remains committed to constructive dialogue and continues to encourage all relevant stakeholders to work collaboratively toward a prompt, fair, and lawful settlement.

16. Is the SRC pursuing legal action?

The SRC's primary objective remains the achievement of an amicable and negotiated resolution through constructive dialogue and engagement with the relevant authorities.

At the same time, the Committee remains committed to protecting the lawful rights and legitimate interests of its members. Should peaceful efforts fail to produce a satisfactory outcome, individual staff members or groups of staff members may consider pursuing any lawful remedies available to them under applicable legal frameworks.

The Committee will continue to assess developments and inform its members of any appropriate courses of action.

Part III – Stakeholders and Responsibilities

17. Who are the principal stakeholders in resolving the current situation?

The resolution of the current staff crisis requires the constructive engagement of several stakeholders, each with distinct responsibilities arising from the governance and administration of the Organisation of Southern Cooperation (OSC). These include:

- The Secretary-General;
- The Member States;
- The Host Country;
- The Founding Members;
- Associate Members;
- Current and former OSC staff members; and
- The broader international community, including international organizations, staff representative associations, civil society, and the media.

The SRC believes that meaningful progress will require cooperation, transparency, and constructive dialogue among all relevant stakeholders.

18. What role does the Secretary-General have?

As the Chief Executive Officer of the Organization, the Secretary-General has primary responsibility for the day-to-day administration of the OSC and for implementing the decisions of the General Assembly.

In the context of the Organization's closure process, the Secretary-General plays an important role in:

- Communicating regularly with staff regarding matters affecting their employment;
- Managing the administrative aspects of the closure process;
- Providing accurate information concerning outstanding contractual obligations;
- Working with Member States to facilitate appropriate financial and administrative solutions; and

The SRC and its members remain committed to engaging with the Secretary-General in a spirit of professionalism, mutual respect, and good faith.

19. What role do the Member States play?

The Member States collectively constitute the Organization's governing authority and play a central role in its governance, oversight, and financing.

Among other responsibilities, Member States:

- Adopt the Organization's budget;
- Determine assessed contributions;
- Provide strategic oversight through the General Assembly and other governing bodies;
- Take decisions concerning the Organization's future, including its closure process; and

- May support efforts to facilitate a fair and timely resolution of outstanding staff obligations.

The SRC attaches particular importance to continued engagement with Member States and welcomes their efforts to support a lawful, transparent, and equitable outcome.

20. What role can the Host Country play?

As the country hosting the Secretariat, the Host Country occupies a unique position in relation to the Organization.

While responsibility for resolving outstanding contractual obligations rests primarily with the Organization and its governing bodies, the Host Country may, where appropriate and consistent with applicable agreements, facilitate dialogue, encourage constructive engagement, and support efforts aimed at achieving an orderly and responsible conclusion of the closure process.

The SRC appreciates the importance of continued dialogue and cooperation with the Host Country and values its role as a partner in promoting constructive solutions.

21. What role can the Founding Members play?

The Founding Members played a historic role in establishing the Organization and continue to possess valuable institutional knowledge and longstanding relationships with both the Organization and its Member States.

Although not all Founding Members subsequently completed the procedures necessary to become full Member States, they remain important stakeholders whose experience and diplomatic engagement may contribute positively to efforts aimed at resolving the current situation.

The SRC welcomes dialogue and cooperation with all Founding Members.

22. Can the countries of nationality of affected staff members assist?

Yes.

Governments whose nationals have been affected may, consistent with international practice and their own policies, engage with the Organization and other relevant stakeholders to seek information, encourage dialogue, and support efforts toward a fair and timely resolution.

Such engagement may complement, but does not replace, the primary responsibilities of the Organization and its governing bodies.

23. What role can international organizations and staff representative associations play?

International organizations, staff representative associations, professional networks, and other institutions can make valuable contributions by:

- Sharing relevant experience and good practices;
- Encouraging constructive dialogue among stakeholders;
- Raising awareness of the importance of protecting international civil servants during organizational restructuring and closure processes;

- Providing technical advice or expertise where appropriate; and
- Demonstrating professional solidarity with affected staff members.

The SRC particularly values cooperation with organizations dedicated to promoting sound governance, accountability, and the rights of international civil servants.

24. What role can the international community and the media play?

The international diplomatic community, civil society, academic institutions, and independent media all have an important role in promoting informed public understanding of issues affecting international organizations and their staff.

Accurate, balanced, and evidence-based reporting can contribute to greater transparency, encourage constructive dialogue, and help ensure that the legitimate concerns of affected staff members receive appropriate attention.

The SRC welcomes responsible engagement by journalists, researchers, and other stakeholders committed to factual reporting and objective analysis.

25. Does the SRC remain open to dialogue with all stakeholders?

Absolutely.

Since its establishment, the SRC has consistently sought to resolve outstanding staff issues through constructive dialogue, mutual respect, and cooperation.

The Committee spares no efforts to engage with the Secretary-General, Member States, the Host Country, Founding Members, international organizations, staff representative associations, and all other relevant stakeholders who are committed to achieving a fair, transparent, and lawful resolution.

The SRC believes that open communication and good-faith engagement remain the most effective means of resolving the current situation in a manner that respects the dignity and legitimate rights of all affected staff members.

Part IV – Looking Ahead

26. What outcome is the SRC seeking?

The SRC seeks a fair, timely, lawful, and equitable resolution of all outstanding salaries, benefits, and contractual entitlements owed to current and former OSC staff members.

The Committee's objective is not to prolong disagreement or assign blame, but to encourage constructive cooperation among all relevant stakeholders in order to bring the prolonged staff crisis to a responsible and dignified conclusion.

The SRC believes that resolving outstanding staff obligations is not only a contractual responsibility but also an important demonstration of the Organization's commitment to good governance, accountability, and respect for the dignity of international civil servants.

27. Is the SRC open to mediation or other constructive mechanisms?

Yes.

The SRC welcomes any credible initiative that may facilitate dialogue, build confidence among stakeholders, and contribute to a fair and lasting resolution.

The Committee remains open to mediation, facilitated dialogue, or any other peaceful and lawful mechanism that promotes transparency, mutual understanding, and the timely settlement of outstanding staff claims.

28. How can governments, international organizations, and other stakeholders support the SRC's efforts?

Stakeholders can make a meaningful contribution by:

- Encouraging constructive dialogue among all parties;
- Supporting transparency and accountability throughout the closure process;
- Raising awareness of the humanitarian and contractual impact of prolonged non-payment on affected staff members and their families;
- Sharing relevant experience and good practices from other international organizations;
- Supporting initiatives that facilitate a fair and timely resolution; and
- Promoting respect for the rights and dignity of international civil servants.

The SRC values collaboration with all stakeholders acting in good faith and committed to achieving a peaceful and equitable outcome.

29. Does the SRC seek financial contributions or donations?

The SRC has not been established to raise funds or solicit donations.

Its principal objective is to represent the collective interests of current and former OSC staff members, advocate for the payment of outstanding contractual entitlements, and facilitate constructive engagement with all relevant stakeholders.

Should specific initiatives requiring financial contributions be considered in the future—such as obtaining independent legal or technical expertise—participation would remain entirely voluntary and would be communicated transparently to SRC members.

30. How will the SRC and the SRJI continue to communicate with stakeholders?

The SRC is committed to maintaining regular, accurate, and transparent communication throughout the closure process.

The Staff Rights and Justice Initiative (SRJI) website serves as the Committee's principal public information platform and provides:

- Official statements and announcements;
- Verified updates on relevant developments;
- Key correspondence and reference documents;
- Information about the SRC and its activities; and
- Contact details for stakeholders wishing to engage with the Committee.

The Committee will continue to update the website periodically to ensure that stakeholders have access to accurate and reliable information.

31. How can stakeholders contact or engage with the SRC?

The SRC welcomes respectful dialogue with Member States, diplomatic missions, international organizations, journalists, civil society organizations, academic institutions, and all other interested stakeholders.

Enquiries, requests for information, or proposals for engagement may be submitted through the contact details provided on the SRJI website.

The Committee is committed to responding professionally, transparently, and in a timely manner.

Closing Statement

The OSC Staff Representation Committee (SRC) was established to provide a constructive, representative, and principled voice for current and former staff members affected by the closure of the Organisation of Southern Cooperation (OSC) and the prolonged non-payment of salaries, benefits, and other contractual entitlements.

Throughout this process, the Committee has consistently advocated for dialogue over confrontation, cooperation over division, and solutions grounded in fairness, transparency, accountability, and respect for the rule of law.

The SRC remains firmly committed to working with the Secretary-General, Member States, the Host Country, Founding Members, international organizations, staff representative associations, the media, and all other stakeholders willing to engage in good faith to achieve a fair, timely, and lawful resolution.

The Committee expresses its sincere appreciation to all individuals, institutions, and governments that have shown solidarity, offered support, or engaged constructively in efforts to address this important humanitarian and institutional matter.

The SRC believes that a just resolution will not only restore the rights and dignity of affected staff members but will also reinforce the principles of good governance, institutional accountability, and responsible administration that are fundamental to the credibility and integrity of every international organization.

Appendix I

About the Organisation of Southern Cooperation (OSC)

What is the Organisation of Southern Cooperation (OSC)?

The Organisation of Southern Cooperation (OSC) is an intergovernmental organization established to promote cooperation among countries of the Global South in areas of mutual interest, including education, science, technology, innovation, finance for development, and sustainable development.

The Organization was formally established at its Founding Summit held in Djibouti in January 2020 under the name **Organisation of Educational Cooperation (OEC)**. In June 2024, the General Assembly adopted a decision to rename the Organization as the **Organisation of Southern Cooperation (OSC)** to reflect its broader mandate and strategic vision.

What was the mission of the OSC?

The OSC was created to strengthen South–South cooperation by fostering collaboration among its participating countries and supporting initiatives that contribute to sustainable development, knowledge sharing, institutional capacity-building, scientific research, technological innovation, and economic cooperation.

Its work was intended to complement existing regional and international efforts while promoting partnerships among countries of the Global South.

How was the Organization governed?

Like most intergovernmental organizations, the OSC operated through a governance structure composed primarily of:

- The General Assembly as the principal governing body;
- The Secretary-General as the Chief Executive Officer of the Organization;
- The Secretariat, responsible for implementing the decisions of the governing bodies and managing the Organization's day-to-day operations.

The Organization was supposed to be financed initially by a loan of USD 20 million and/or endowment of USD 25 million to be provided by the Secretary-General and then, through assessed contributions from its Member States and other resources authorized by its governing bodies.

Why is the Organization undergoing closure?

Following financial and operational challenges, the Extraordinary General Assembly decided in December 2025 to discontinue the Organization's operational activities and initiate an orderly closure process.

Recognizing that additional time was required to complete outstanding administrative and financial matters, the Extraordinary General Assembly subsequently extended the closure process until **30 September 2026**, while encouraging Member States to settle outstanding assessed contributions by **31 July 2026** to facilitate completion of the closure process and the discharge of the Organization's remaining obligations.

How has the closure process affected staff members?

The closure process has had a profound impact on current and former OSC staff members.

Many staff members continued to perform their duties throughout the transition period despite the prolonged non-payment of salaries and other contractual entitlements. As the closure process continued, outstanding obligations accumulated, creating significant financial hardship for many staff members and their families.

It was in this context that the OSC Staff Representation Committee (SRC) was established to represent the collective interests of affected staff members and to facilitate constructive engagement with all relevant stakeholders.

Why were the SRC and the SRJI established?

Unlike the framework in comparable international intergovernmental organizations, by design, the OSC Staff Regulations and Rules do not foresee the necessary mechanisms to safeguard staff interests and address violations of staff rights. Therefore, given the prolonged nonpayment of salaries, benefits and entitlements as well as unusual administrative practices experienced during the closure process of the OSC, the SRC was established by the majority of the OSC's professional and senior staff to provide a representative and coordinated voice for current and former staff members affected by the closure process.

The Staff Rights and Justice Initiative (SRJI) was subsequently launched as the Committee's and all members' public information, communication, and stakeholder engagement platform. Its purpose is to provide verified information, promote transparency and accountability, encourage constructive dialogue, and support efforts to achieve a fair, lawful, and equitable resolution of outstanding staff salaries, benefits, and contractual entitlements.

A commitment to constructive engagement

The SRC and the SRJI recognize the valuable contributions made by the OSC, its Member States, the Host Country, and all those who have served the Organization since its establishment.

Their objective is not to revisit the Organization's achievements or challenges, but to contribute constructively to the completion of the closure process by advocating for the fair settlement of outstanding staff obligations in a manner consistent with the principles of good governance, accountability, transparency, and respect for the dignity and rights of international civil servants.

The Committee remains committed to dialogue, cooperation, and peaceful engagement with all stakeholders in pursuit of this objective.