



Friday, 5 June 2026

No: SRC/3/2026

URGENT APPEAL

To the Member States of the Organisation of Southern Cooperation (OSC)

Regarding Outstanding Staff Salaries, Benefits and Entitlements

Excellencies,

We, the Staff Representation Committee (SRC), established by a significant number of staff members of the Organisation of Southern Cooperation (OSC), respectfully draw your urgent attention to the grave humanitarian and administrative crisis facing OSC staff members, many of whom have remained unpaid, in whole or in substantial part, for up to fifteen months despite continuing to serve the Organisation during its closure process following the decision of the Extraordinary General Assembly (EGA) in December 2025 to discontinue operational activities and complete the Organisation's closure by the end of June 2026.

In view of the prolonged hardship faced by the staff members and the limited time remaining before the closure of the Organisation on 30th June 2026, we respectfully call upon the Member States to:

- Expedite the settlement of their outstanding assessed contributions to enable the payment of staff entitlements and other outstanding obligations prior to its closure;
- In their collective capacity as sovereign Member States, engage with the caretaker Secretary-General and the lender to OSC with a view to facilitating the release of the USD 4.3 million in unutilized loan funds previously extended to the Organization by his companies/foundation, with reimbursement arrangements to be addressed by Member States in due course.
- Ensure that any proceeds arising from the liquidation of OSC's assets, as approved by the Member States at the Extraordinary General Assembly in December 2025 in conjunction with the decision to close the Organization, are administered in a transparent, responsible, and equitable manner, with due priority accorded to the settlement of outstanding staff salaries, benefits and entitlements.

In this context, it is to be noted that for an extended period, staff members continued to serve the Organisation with professionalism and dedication despite prolonged delays in the payment of salaries and the absence of essential protections, including medical insurance coverage, which started in August 2024. This commitment was maintained in reliance upon repeated assurances from the Secretary-General regarding the Organisation's financial sustainability and its intention to honour its obligations toward staff. Unfortunately, no meaningful progress has materialised, and the situation has now reached a critical humanitarian, administrative and legal stage.

Over the past fifteen months, staff members have not received their salaries, benefits, pension contributions and other contractual entitlements, notwithstanding the approval by Member States of the salary scales, benefits and entitlements applicable to the 2025-2026 biennium. Repeated written and verbal communications addressed to the Secretariat, including formal correspondence to the Secretary-General, have not resulted in substantive responses or a clear timetable for the settlement of outstanding obligations.

Compounding these difficulties, many staff members have not been provided with individual statements detailing their outstanding entitlements, making it difficult to maintain accurate records of arrears. Numerous attempts by staff members, individually and collectively through



the SRC, to seek clarification and engagement have largely remained unanswered. Following the EGA decision of 26 December 2025, most international staff members were required to return to their home countries, further prolonging their vulnerability and uncertainty.

It is also noteworthy that, despite being an intergovernmental international organisation, OSC was established without independent mechanisms such as a staff committee, administrative tribunal, or comparable avenue of recourse through which staff members could seek review or redress of employment-related grievances. As a result, staff members have had limited institutional avenues available to pursue their concerns or seek protection of their employment-related rights.

The prolonged non-payment of salaries and benefits has imposed severe hardship on staff members and their families. Many have struggled to meet basic living expenses, housing costs, loan obligations, educational expenses and medical needs. The absence of medical insurance coverage and the non-remittance of pension contributions have further exacerbated their situation. The resulting psychological and emotional burden on staff and their families has become increasingly severe.

Furthermore, recent administrative actions, including the issuance of certain employment certificates and termination-related documentation, have raised concerns regarding the implementation of EGA decisions and the consistent application of Staff Regulations, Rules and established administrative procedures. These matters warrant careful review to ensure fairness, transparency and compliance with the Organisation's governing framework.

Excellencies,

As representatives of the Member States are aware, the Fourth Extraordinary Session of the General Assembly held in December 2025 mandated the liquidation of OSC assets and expressly prioritised the settlement of staff salaries, benefits and entitlements before the payment of other liabilities.

In light of the continuing humanitarian and administrative crisis affecting staff members, we respectfully urge Member States to work closely with the Secretary-General to ensure that the closure process is completed in an orderly, transparent and dignified manner and that all obligations toward staff are fully honoured in accordance with General Assembly decisions and the Organisation's Staff Regulations and Rules.

Accordingly, we respectfully request that Member States to:

1. Ensure the full implementation of the Extraordinary General Assembly decisions concerning the payment of all outstanding salaries, benefits and entitlements, including pension fund contributions, rental subsidies, medical reimbursements, repatriation costs and other accrued obligations;
2. To enable the above, release the apportioned contributions as the Member States of OSC at the earliest without any further delays to facilitate the availability of the financial resources necessary to meet these obligations before 30th June 2026, the deadline fixed by the EGA in December 2025, and prevent further deterioration of the humanitarian situation facing staff members;
3. Establish regular and transparent reporting regarding the liquidation of assets and the allocation of resulting revenues;
4. Utilise all lawful and available financial sources to address outstanding staff obligations as a matter of priority;



5. Ensure that all staff members receive accurate and complete administrative documentation, including termination letters, employment certificates, reference letters and detailed calculations of outstanding entitlements;
6. Review administrative decisions taken since May 2025 that may be inconsistent with General Assembly decisions, the then applicable Staff Regulations and Rules, or principles of fairness and equal treatment;
7. Consider establishing an *ad hoc* oversight mechanism composed of Member State representatives, in consultation with the SRC, to monitor the closure process and promote transparency, accountability and equitable treatment of staff.

Excellencies,

We once again respectfully emphasize that the present situation requires urgent intervention by the Member States, in cooperation with the Secretary-General, to address the humanitarian crisis facing OSC staff members and to ensure that all outstanding obligations are settled before the Organisation's closure at the end of June 2026.

We further note that financial information previously presented to Member States, including arrangements associated with the Secretary-General's reported loan arrangement of USD 20 million (December 2021), only USD 15.7 million of which has been spent, and endowment commitment of USD 25 million (January 2020) during the Organisation's establishment phase, should be reviewed with a view to identifying all available resources that may be applied toward outstanding staff salaries, benefits and entitlements.

Continued delays risk significant legal, ethical, institutional and reputational consequences for the Organisation and all stakeholders involved. As the closure deadline approaches, the window for resolving these matters in an orderly, transparent and dignified manner is rapidly narrowing.

We therefore respectfully appeal to Member States to take all appropriate measures within their authority, individually and collectively, to ensure that outstanding obligations to staff are settled and that the closure process is completed in a manner consistent with the Organisation's legal obligations and the principles of accountability, fairness and respect for those who served the Organisation.

We remain confident that the Member States, guided by their longstanding commitment to justice, fairness, responsibility, and a dignified separation and of the Organisation's dedicated employees, will take the necessary measures to address these matters with urgency and compassion before the end of June 2026.

We thank you for your attention to this matter and for your efforts to ensure that justice, dignity and lawful treatment are afforded to all OSC staff members during this difficult period.

Please accept, **Your Excellencies**, the assurances of our highest consideration.

Staff Representation Committee (SRC)

Established (by a significant number of the OSC staff members) to Follow up on Staff Rights, Outstanding Salaries, Benefits and Entitlements

Annexes:

1. **Staff Representation Committee (SRC) Letters to the Secretary-General, dated 15 May 2026 and 18 May 2026 (remain unanswered)**
2. **Staff Representation Committee (SRC) E-mail Exchanges with the Secretary General on 27 May 2026**



To:

1. H.E. Abiy Ahmed Ali (PhD), the Prime Minister of the Federal Democratic Republic of Ethiopia (FDRE), the Host Country of the OSC
2. H.E. Azali Assoumani, President of the Union of Comoros, First President of the OSC General Assembly
3. H.E. Heads of State and Government and Ministers of Foreign Affairs of the OSC Member States
4. H.E. Heads of State and Government and Ministers of Foreign Affairs of the OSC Founding States
5. H.E. Ambassadors and Permanent Representatives of the OSC Member States in Addis Ababa (and other locations)
6. H.E. Ambassadors and Permanent Representatives of the OSC Founding States in Addis Ababa (and other locations)
7. Executive Heads of OSC Associate Members

Cc:

Mr. Manssour Bin Mussallam, the Caretaker Secretary-General of the Organisation of Southern Cooperation (OSC), Addis Ababa



ANNEX 1 – A

TOP URGENT

15 May 2026

No: SRC-1-2026

Mr. Sheikh Manssour Bin Mussallam

Secretary-General

Organisation of Southern Cooperation (OSC)

Addis Ababa / Ethiopia

Dear Mr. Secretary-General,

We, the Committee formed by a significant number of OSC employees across all levels to follow up on staff rights, salaries, benefits and entitlements, write to you with grave concern and in continuation of our earlier individual and collective communications regarding the prolonged and unresolved situation most seriously affecting OSC staff and in this regard emphasize that continued uncertainty regarding the payment of staff salaries, benefits, and entitlements now requires urgent, transparent, and definitive resolution.

Pursuant to the decision adopted by the General Assembly at its Extraordinary Session on 26 December 2025 to discontinue all OSC operational activities and proceed with the closure of the Organization to be completed by the end of June 2026, the Department of Administration formally communicated this decision to staff through a Memorandum dated 29 December 2025, following the townhall meeting you convened. During that meeting, staff were assured that pending matters, particularly salaries and benefits, would be resolved “as soon as possible” and that regular updates would be provided to all staff.

In the subsequent four and a half months, however, staff have received no substantive updates, definitive timelines, or binding commitments regarding the settlement of accrued salaries, benefits, pension contributions and other contractual entitlements such as rental subsidy, reimbursement of repatriation travel and medical expenses and encashment of unused annual leave days. Repeated written and verbal requests by staff for clarification and engagement have mostly remained unanswered.

Subsequently, while a limited number of staff members were retained until the end of June 2026 to support the liquidation process, including archiving and documentation functions, the majority were informed through an internal Memorandum issued by the Department of Administration on 29 December 2025 that their employment would end following a three-month notice period expiring at the end of March 2026, thereby, making a commitment to provide an additional three months’ salary.

The selection of certain staff members for retention until June 2026 without transparent criteria, particularly in the absence of any financial settlement, has deepened the uncertainty and perceptions of inequity among staff. In the interest of fairness and equal treatment and given that no formal termination letters or duly notified Personnel Action Forms (PAFs) have been issued to date, the contractual and administrative status of staff remains ambiguous and therefore, all staff contracts should be considered terminated as of 30 June 2026.

In addition, colleagues whose contracts were terminated between May-December 2025 as part of staff reductions arising from the Organization’s financial constraints should also receive at least three months of termination compensation as a corrective measure, as their separation had resulted from circumstances entirely beyond their control.



Furthermore, towards the end of April 2026, some staff members received “Employment Certificates”. These certificates, however, contained significant inaccuracies, including outdated salary levels, omission of benefits such as pension contributions and rental subsidies, incomplete records of positions held during employment with OSC, and incorrect indication of December 2025 as the last month of employment. Moreover, staff were not provided with letters of reference acknowledging their contributions to OSC, which are essential for facilitating professional transition and future employment opportunities.

It should also be noted that the Organization has not undertaken any meaningful measures to support separating staff members in securing alternative employment, including outreach to potential employers, unlike the practices commonly followed by many international organizations during institutional downsizing or closure processes.

As of the date of this communication, there has been no formal action toward the disbursement of outstanding dues, nor any individualized breakdown of accrued salaries and benefits owed to staff members. Staff, therefore, remain unable to verify the accuracy of calculations or seek correction of discrepancies where necessary. In this context, it should be underlined that all calculations and administrative measures must fully comply with the Staff Regulations and Rules (SRRs), relevant policies, and General Assembly resolutions, including those adopted in November 2024.

The continued non-payment of salaries and benefits since March 2025 — now extending between twelve and fourteen months — constitutes a serious and sustained breach of contractual obligations and internationally recognized labour standards, reaching the level of a violation of basic human rights. The absence of medical insurance and social protection, coupled with the non-remittance of accumulated Staff Pension Fund contributions established by the General Assembly in November 2024, has further aggravated the severe hardships faced by staff members and their families.

This prolonged deprivation has materially impaired staff members’ ability to meet basic financial obligations, including housing commitments, loan repayments, living expenses, and educational costs for their children. The situation has surpassed tolerable limits and has resulted in profound distress, anxiety, and psychological hardship for many staff members, which may require further consideration and additional compensation.

In this regard, we respectfully draw your attention once again to the financial disclosures made by yourself at the time of OSC’s establishment in 2020 and 2021 concerning the reported USD 20 million soft loan/endowment arrangement with OSC and its Member States. According to the financial statements submitted to the General Assembly, approximately USD 15.7 million of this amount had been utilized, leaving an unspent balance of approximately USD 4.3 million.

In the absence of any contrary justification, these remaining funds should be immediately prioritized toward the settlement of outstanding obligations owed to staff.

As the legal representative of the OSC and the appointing authority at its Secretariat, who recruited staff, countersigned the letters of appointment and repeatedly assured staff regarding the Organization’s financial sustainability, staff members reasonably relied on your office for the fulfilment of the Organization’s obligations. Throughout this prolonged period, staff continued serving OSC despite the absence of salaries, medical insurance, rental subsidies, and other essential benefits, largely based on those assurances.



In view of the foregoing, we respectfully call upon you to undertake the following actions:

1. Ensure the immediate and full settlement of all outstanding salaries, benefits, and contractual entitlements owed to staff, in accordance with the Staff Regulations and Rules, applicable policies, General Assembly resolutions, and international legal standards, no later than Friday, 29 May 2026.
2. In this regard, we respectfully urge consideration of utilizing the remaining USD 4.3 million from the previously disclosed loan/endowment arrangement to settle staff dues, pending any subsequent reimbursement arrangements with Member States. We further note that records from the Founding Summit held in Djibouti in January 2020, where you were elected as the Secretary-General, referred to an initial commitment of USD 25 million.
3. Instruct the Department of Administration to calculate based on the revised salary scales approved by the General Assembly in November 2024 and provide each staff member with 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, no later than 20 May 2026.
4. Direct the Department of Administration to respond to staff inquiries within two working days, to avoid issuing retroactively backdated administrative documents and to correct and re-issue all Employment Certificates to accurately reflect:
 - updated salary levels, all benefits and entitlements approved by the General Assembly in November 2024;
 - all positions held within OSC;
 - 30 June 2026, as the official end date of employment for all staff members, including those who were put on administrative leave pending ease of budgetary constraints and remained in service prior to the decision on closure of the organisation.
 - Three month-notice period and corresponding pay to those whose services were terminated post May 2025, on account of budgetary / financial constraints
5. Such documentation should be issued consistently to all staff members without arbitrary selectivity and with due care to avoid factual inaccuracies or misrepresentation. Ideally, a draft version may be shared with the staff member concerned for review and confirmation before their signing and delivery.
6. Recognizing that an Employment Certificate is not a formal administrative instrument under the Staff Regulations and Rules, direct the Department of Administration to comply with the applicable SRRs and policies by issuing formal termination letters and corresponding PAFs indicating that the reason for termination as “discontinuation of OSC due to budgetary constraints,” together with the official end date of employment, such as 30 June 2026.
7. Ensure full compliance with international labour obligations, including restoration of, or retroactive compensation for, essential protections such as medical insurance coverage, including post-employment insurance coverage for a reasonable transitional period of up to six months considering the prolonged absence of insurance protection.
8. Provide staff and this Committee with the official records, resolutions, and working documents adopted during the General Assembly of November 2024 and the Extraordinary Sessions of the General Assembly held in December 2025, particularly



those relating to staff salaries, benefits and entitlements and organizational closure arrangements.

9. Disclose OSC financial statements covering the Organization's full operational period, even if still unaudited, in the interest of transparency and accountability toward staff and Member States.

The current situation causes serious institutional, governance, and humanitarian concern requiring immediate corrective action. Continued inaction risks further reputational, legal, and ethical consequences for the Organization and its leadership.

We, therefore, respectfully urge once more that urgent measures be taken in a spirit of accountability, transparency, fairness, and humanitarian consideration.

We would appreciate receiving a formal written response, no later than Friday, 22 May 2026, together with an indicative timeline for the fulfilment of all outstanding obligations to staff.

Sincerely yours,

**Staff Representation Committee
to Follow up on Staff Rights, Salaries, Benefits and Entitlements**



ANNEX 1 – B

TOP URGENT

18 May 2026

Ref.No: SRC-2-2026

Mr. Sheikh Manssour Bin Mussallam
Secretary-General
Organisation of Southern Cooperation (OSC)
Addis Ababa / Ethiopia

Dear Mr. Secretary-General,

Subject: The Necessity to Ensure Transparency and Reporting on OSC Asset Disposal Process

With reference to our previous letter dated 15 May 2026, Ref. No. SRC-1-2026, attached herewith, we would like to respectfully urge you to ensure that the ongoing asset disposal process is conducted with the utmost transparency and in full compliance with the purposes and directives set by the General Assembly.

As per the relevant resolution adopted during the extraordinary General Assembly (EGA) session held in December 2025, you were tasked to liquidate the OSC assets by the end of June 2026 and to utilize the revenue generated from such sales primarily for the payment of staff salaries, benefits, and entitlements. The resolution further stipulates that any remaining funds may subsequently be used to settle payments to vendors and service providers.

In this regard, we wish to express our serious concern that, to date, no payment has been received by any staff members including the members of the SRC Committee. We, therefore, kindly request that you provide both the Committee and the entire OSC staff with the following:

- a report on the assets already sold and those remaining;
- the amount of revenue generated from the sales;
- where the funds received are being kept;
- how the funds received have been utilized thus far.

Given the urgency of the matter and the rapidly approaching deadline of 30 June 2026 set by the General Assembly, we further request that such reporting be institutionalized as a weekly practice until the completion of the liquidation process and the settlement of staff dues, in line with the best practices followed by other international intergovernmental organizations, such as establishment of an Asset Liquidation Committee involving staff representatives.

We thank you in advance for your attention and responsiveness to these legitimate requests and look forward to receiving in the days ahead the requested information, as well as an update on progress concerning other actions mentioned in our letter dated 15 May 2026.

Yours sincerely,

Staff Representation Committee
to Follow up on Staff Rights, Salaries, Benefits and Entitlements



SRC | Staff
Representation
Committee



Annex:

SRC's letter addressed to the SG on 15 May 2026, Ref. No.: SRC-1-2026

Cc:

Ministry of Foreign Affairs of the Host Country, Federal Democratic Republic of Ethiopia (FDRE)



ANNEX 2

From: OSC Staff <src.osc.iio@gmail.com>
Sent: 27 May 2026, Wednesday 23:09
To: Secretary-General <sg@osc.int>

Subject: Re: Request for an appointment with the SG

SRC response to the SG, 27 May 2026

Dear Mr. Secretary General,

We are writing in reply to your email in response to our request for a virtual meeting regarding the critical issues affecting staff, particularly the non-payment of salaries and benefits for the past 13-15 months.

We must, however, express our deep disappointment with the tone and substance of your response. In our view, it lacked the courtesy and respect due to the senior members of staff and the Staff Representation Committee (SRC) and its Steering Board Members, who were duly mandated by a significant number of colleagues to engage with you on their behalf. Equally concerning was the fact that our earlier letter—which respectfully sought an update from you in your capacity as Caretaker of the OSC liquidation process, pursuant to the Extraordinary General Assembly decision of 26 December 2025 - remained unanswered, except for some retaliatory remarks in your response to an SRC member’s personal inquiry about certain individual issues.

Our request for engagement was made in good faith and within both legal and moral bounds. We are therefore concerned by your statement that you are unwilling to meet staff collectively. There is nothing unlawful or improper about staff coming together to seek clarity and advocate for their rights and entitlements. Indeed, there is ample precedent and established practice for such collective engagement within institutions and the right of staff members to organize and seek collective redress is consistent with international organizations’ general framework and principles reflected in international administrative law, ILO labour standards, and Article 23 of the Universal Declaration of Human Rights, which recognizes the right to just and favourable conditions of work and to form and join associations for the protection of one’s interests.

In this respect, it is important to clarify that the SRC is not an “intermediary,” as suggested in your response, but a legitimate representative body authorized by a significant number of staff members. Right from the beginning, the founding members kept the Staff Representation Committee (SRC) open to all staff members and repeatedly called all staff to join this collective effort to seek the payment of our salaries, benefits and entitlements, after a delay of 13-15 months. So, no one has been “deliberately excluded” and the doors of the SRC remains open to all staff members, current or former, at any time. In fact, the letters sent to you, and copied to all staff, invited colleagues to participate voluntarily, and those who wished to do so have already provided their written consent.

Against this background, the proposal to engage staff individually—particularly T and G level staff separately - creates the unfortunate impression of a discriminatory and



unequal approach, despite the fact that responsibility and accountability extend equally to all staff members, regardless of grade.

Dear Mr. Secretary General,

The fact that staff chose to write to you collectively should not be interpreted as hostile or improper. Rather, it reflects the gravity of the humanitarian and professional crisis facing staff members and their families. This is not a matter of procedural semantics; it is a matter of human dignity, welfare, and basic rights. Staff have continued to serve with loyalty and patience despite going without salaries and benefits for more than a year under your leadership and authority.

Such loyalty and endurance should naturally call for empathy, solidarity, and compassion from leadership. Many staff members remained patient because they trusted the assurances repeatedly given during town hall meetings and Cabinet discussions that financial flow was forthcoming.

The foremost responsibility of leadership is to safeguard the well-being, rights, safety, and dignity of staff. That was the sole purpose and spirit behind the SRC's letter.

Regarding your reference to the OSC Staff Regulations and Rules (SRRs) and GA Resolutions about staff representatives/committee, we must regretfully remind you that the OSC SRRs are not compatible with international public law, particularly the Vienna Declaration (1993) that obligates states and international organizations to guarantee fair redress mechanisms to avoid violations of human rights. In this regard, we would also kindly ask you to share with the SRC and all staff members any GA resolution that stipulates staff mechanisms for redress, especially given the fact that you act both as judiciary and executive of the organisation, unlike what is established for international organisations.

We are equally unable to understand the reference in your response to "insinuations" or to actions that could allegedly jeopardize your efforts and the "concrete progress" you mentioned. Our letter was addressed only to you. To date, no staff member has written to Member States, with the exception of communications concerning the Host Country. It is therefore difficult to comprehend how a private appeal by staff to their own leader could undermine your efforts. On the contrary, transparent communication and constructive engagement would only strengthen confidence and support.

It is also important to ask: in the absence of regular communication or updates from the administration, what are staff expected to do? Are they simply to remain silent and wait for news of the final closure of the OSC without assurances that their rights and entitlements will be protected? Such an expectation would neither be fair nor realistic.

Despite the humiliating, painful, and undignified circumstances many staff and their families continue to endure, colleagues waited patiently for more than four months, hoping to receive clear information and reassurance from their Caretaker Leader. Individual attempts to seek clarification yielded little response, making collective engagement both necessary and reasonable.

The formation of the SRC was undertaken transparently and, with prior knowledge conveyed to you by colleagues who had the opportunity to meet with you some weeks



ago. We therefore firmly believe there was nothing improper in formally writing to you or in staff coming together to address a challenge that affects them collectively.

Our intention throughout has been to resolve these matters amicably through direct engagement and dialogue. If, however, this approach has been misunderstood or mischaracterized, staff—many of whom possess extensive experience leading major national and international institutions—may feel compelled to pursue their rights and entitlements through other legitimate avenues available to them.

The suffering endured by staff, their families, and dependents for over a year must be treated with the seriousness it deserves. This situation is no longer merely administrative or legal in nature; it has become a moral and humanitarian issue with potentially devastating consequences.

In this regard, we should also like to take note of the fact that despite the lengthy nature of your reply to our request for a virtual meeting on behalf of the SRC, you again provided no update on any progress regarding the payment of our outstanding salaries, benefits and entitlements, nor on any income generated through asset liquidation, it remains the considered view of the SRC and the colleagues it represents that constructive engagement and open communication remain in the best interests of all concerned. We therefore sincerely hope that avenues for dialogue will remain open and that this matter can be approached with calmness, fairness, and humanity, beyond emotion and misunderstanding.

Respectfully,

Staff Representation Committee
(To Follow up on Staff Rights, Unpaid Salaries, Benefits and Entitlements)

On Wed, May 27, 2026 at 4:58 PM Secretary-General <sg@osc.int> wrote:
Subject: Request for an appointment with the SG

As has always been the case — this past week, the week prior, every week before that since the General Assembly of December 2025, and every week since the Secretariat's entry into operations in January 2023 —, any staff member that requests to meet me will be met with a positive response.

I do not, however, engage with regroupings that do not have any grounding in General Assembly decisions, including Staff Regulations and Rules, all the more when a significant number of staff members were deliberately excluded from the process. Furthermore, as has always been the case in town halls, I do not engage with (former) management members within the organisation as intermediaries to engage with technical and general (former) staff members.

Finally, unless the signatories of the below email have any proposal that is grounded in legal frameworks, accurate information, and realistic solutions (as opposed to the ones seemingly put forward, alongside counterproductive insinuations, in the email and previous communications) to overcome the financial crisis for all of our sakes, I do not consider a meeting with them, following multiple meetings in the past, to be productive at a moment in which time is of the essence, and every instant must be dedicated to actual solutions.



On the other hand, should any staff member of the T and G categories wish to meet with me, they may do so, as always, by writing to eosg@osc.int, and will find — as many have found over the past few weeks, and over the years — that I am always available to meet with them.

MANSSOUR BIN MUSSALLAM
SECRETARY-GENERAL

sg@osc.int · osc.int

**BUILDING THE ORGANISATION WE DESERVE: SHAPING THE
MULTILATERALISM WE NEED.**

On Monday, 25 May 2026 at 23:15, OSC Staff <src.osc.iio@gmail.com> wrote:
Subject: Request for an appointment with the SG

Dear Mr. Secretary-General,

Greetings from the Staff Representation Committee (SRC)!

On behalf of the Staff Representation Committee (SRC), formed by a significant number of OSC employees across all levels, to follow up on staff rights, unpaid salaries, benefits, and entitlements. We would like to request for an appointment with you at your earliest convenience this week to brief you on the dire situation facing all staff, not only the ones at the SRC, but all, get updates from you regarding your efforts to mobilise the necessary financial resources, including using the unspent portion of the loan from the Biennium of 2023-2024 and the process of OSC asset liquidation. We would also like to discuss how staff should be properly compensated in a fair and just way, given what we have all gone through. In this regard, as pursued by staff at our consultative meetings, the items that we would like to be on the agenda are as follows:

Meeting Agenda

1. Core issue of unpaid salaries,
2. Inaccurate Employment Certificates,
3. PAFs and termination letters-not yet issued,
4. Payments of savings from the Staff Pension Fund and rental subsidy,
5. Reimbursement of repatriation travel costs,
6. Payment for unused annual leave days,
7. A three-month notice period in 2026, which was promised to all staff by the Admin Memo of 29 December 2025.

We will appreciate confirmation of receipt of this e-mail and look forward to a virtual meeting with you any day this week as we receive updates and exchange views on the way forward that you foresee.

Best regards,

Steering Board of the Staff Representation Committee
Following up on Staff Rights, Unpaid Salaries, Benefits, and Entitlements
src.osc.iio@gmail.com