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FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS

PART III

MANAGEMENT ISSUES

SUMMARY

D. UNESCO's strategic transformation

In accordance with 209 EX/Decision 5.II.E, the present document provides updated information on UNESCO's strategic transformation. It presents a final report on the results achieved under Pillar 2 and the progress made under Pillar 3.

Action expected of the Executive Board: paragraph 52.



Job: 202002521

I. Background

1. Despite the COVID-19 health crisis, the strategic transformation process has progressed on schedule. UNESCO adapted rapidly to this exceptional situation, which brings challenges and opportunities, with a new approach to support staff teleworking while responding to the needs generated by the crisis. The effectiveness of the process was demonstrated by UNESCO's rapid response in its fields of competence.
2. The Organization was thus able to coordinate a comprehensive response to the COVID-19 crisis with Headquarters and field offices. Aspects such as staff health and safety, preventive measures in facilities management, coordinating communication and meeting specific information technology needs are coordinated at the level of the Sector for Administration and Management (ADM), which has helped to modernize the management culture of the Organization.
3. In accordance with the decisions of the 209th session of the Executive Board, this document presents a final report on Pillar 2 and a progress report on Pillar 3 of the strategic transformation process.

II. End of Pillar 2 process and implementation of transformative actions

4. Pillar 2 of the strategic transformation was launched in July 2018. In this connection, four working groups were set up to help improve the effectiveness of the Organization's resources and to achieve the objectives set out in document 205 EX/5.III.D.Rev. A large number of new and innovative actions were initiated, in collaboration with various departments and services within the Organization responsible for their implementation.
5. The working groups completed their work by the end of 2019 and the transformational actions were integrated into the respective services and sectors as planned. Although the process is coming to an end, implementation of these actions will be continued by the services concerned over the next few years.
6. There are ten major aspects to the transformational actions, namely: building the capacities of UNESCO staff, ensuring programme effectiveness, introducing environmental management, developing the Headquarters premises, engaging in digital transformation, modernizing communication, advocacy and public engagement, increasing the impact of publications, engaging youth, developing partnerships and strengthening UNESCO's presence in the world.
7. A comprehensive results framework has been developed to monitor the implementation of activities, including an evaluation component. The transformation process has already produced specific and tangible results to enhance the effectiveness of the Organization's capacity to act, while some transformation projects continue to be implemented.

(a) Operational effectiveness

8. One of the major actions has been the establishment of an improved digital framework within the Organization. This work has enabled staff to quickly adapt to collaborative tools, which were rolled out both at Headquarters and in field offices from March 2020, and which are enabling the Organization to better adapt to the health crisis caused by COVID-19.
9. Other actions have helped to modernize the management culture of the Organization, in particular the delegation of authority policy, which gives greater decision-making leeway to Assistant Directors-General and senior managers, for example in the area of recruitment, thus promoting more rapid decision-making for the benefit of the Organization.
10. In addition, an updated performance management system was introduced in 2020, with a one-year evaluation cycle, to strengthen performance culture and transparency.

11. The senior management training and development programme has so far trained many of the Organization's leaders. The preliminary assessment indicates that these executives have become more assertive, particularly on change management issues. The programme should be continued in 2020 for the benefit of middle management and specifically for women.

12. The measures taken in the area of human resources management enhance staff capacity and ensure a more supportive and stimulating work environment. One of the flagship initiatives is the new mobility policy, the first exercise of which was carried out in 2019, enabling an increase in staff movements. IOS evaluated this mobility exercise (209 EX/5.III.A.INF) and encouraged its continuation while making recommendations.

13. Measures taken to improve the recruitment process, including the acquisition of a new talent system, SuccessFactors, shortened recruitment timelines between 2018 and 2020.

14. In the framework of restructuring the administrative functions and the creating the Sector for Administration and Management (ADM), new financial management procedures have been established to increase transparency and efficiency.

15. An excellent initiative has also been the agile pilot project in the Education Sector for building effective cross-cutting teams – involving Headquarters, field offices and category 1 institutes – around common objectives. The pilot project thus facilitated UNESCO's response to the challenges posed by the COVID-19 crisis through improved collaboration of interdisciplinary teams, which will continue in the post-COVID-19 period.

16. The internal justice system has been reviewed to improve the complaint mechanism and to clarify the roles and responsibilities of the entities in charge. Revised Statutes of the Appeals Board were introduced to make it possible to hold sessions remotely, to adjust deadlines and to ensure the welfare of staff. A new anti-harassment policy and new harmonized disciplinary procedures have been implemented by the Secretariat. Better cooperation between the bodies in charge facilitates access to these services and the efficiency of case processing.

17. UNESCO is also committed to developing and implementing an environmental management system in line with ISO 14001, which provides the essential framework for assessing the long-term environmental performance of the Organization. To date, UNESCO Headquarters has undertaken advanced waste management, which several field offices, such as those in Bangkok, Lima and Nairobi, have also implemented, notably through waste reduction and plastics reduction policies. Reducing energy and water consumption and organizing sustainable meetings is part of the road map.

(b) Communication

18. The communication strategy for public awareness-raising and advocacy was presented to the Executive Board at its 207th session (207 EX/5.III.E.INF) and its implementation was presented to it at its 209th session (209 EX/5.II.E.INF). The aim is to increase the visibility of UNESCO's programmes and to modernize its engagement with the public through direct and digitized interaction.

19. Significant work has been done to improve internal communication, particularly through the new Internal Communication Board. To date, the Board has taken specific steps, such as the launch of a new Intranet system and a new policy for sending emails to staff. The acceleration of the digital transformation of communication has been a major development for the UNESCO website. After a careful review of all digital requirements in 2019, the renewal of the website began in July 2020.

20. UNESCO is refining its communication priorities, with a series of new videos highlighting key messages. Content delivery has also been improved through the adoption of a new video production

tool and related training. The graphic design and visual guidelines have also been refined and streamlined to ensure consistency across the various networks.

21. In response to the pandemic, the sharing of reliable education data and monitoring of school closures through UNESCO's interactive map reached unprecedented levels of global visibility. The Organization also received significant coverage in leading media outlets (New York Times, Washington Post, BBC, CNN, Le Monde, Le Figaro, The Guardian, etc.).

22. The #DontGoViral campaign, which reached nearly 210 million people, with 500 contributions from 45 African countries, has made UNESCO a key player among other United Nations agencies and partners in the fight against misinformation. The audience of the UNESCO website hit a new record, with more than 10.5 million unique visitors per month, an increase of 10 per cent.

23. However, financial difficulties remain in the area of public information. Specific measures are needed to strengthen communication skills within UNESCO. The transition to the digital age requires the development of an ambitious training plan, particularly in the field of content production and distribution.

(c) Partnerships

24. The updated comprehensive partnership strategy was presented to the Executive Board at its 207th session (207 EX/11). A capacity-building module on private sector engagement for field offices was developed and tested with UNESCO offices in Latin America and the Caribbean. Also, a new guide on good practices with private partners was prepared for UNESCO staff and National Commissions.

25. The new Section for Grants and Resource Management of the Bureau of Strategic Planning (BSP) simplifies and expedites the processing of financial agreements. The Section is the sole provider of advice for programmes concerning the negotiation and management of voluntary contributions and streamlines extrabudgetary processes.

26. Decentralized BSP officers responsible for resource mobilization at the regional level have taken up their duties in Dakar, San José and Bangkok. In addition, resource mobilization experts have recently been recruited by the UNESCO offices in Rabat and New Delhi and are being recruited for the offices in Amman, Abidjan, Ramallah and Yaoundé. A network of resource mobilization focal points in each field office has been established to facilitate the dissemination of information on fund-raising opportunities.

(d) UNESCO's presence in the world

27. A review of UNESCO's presence worldwide is currently under way in order to define an overall strategy for the field network taking into account the repositioning of the United Nations development system and UNESCO's programmatic priorities for the coming years. Two options were submitted to the Executive Board at its 209th session (209 EX/5.II.B). Member States requested the Secretariat to undertake further consultations with a view to submitting an overall strategy for UNESCO's presence in the world. (209 EX/Decision 5.II.B).

(e) An appropriate evaluation framework

28. IOS staff closely monitored the work of working groups by participating as observers and bringing insights arising from audits and evaluations. They also participated in a number of internal task forces and initiatives, including the strategic transformation steering committee.

29. IOS intends to continue to closely monitor the implementation of the initiatives and to evaluate their success in a timely manner. An audit will be launched by IOS on the assessment of UNESCO's organizational culture in 2020, as set out in Annex III to document 209 EX/20.

30. All these changes within the Organization have helped to respond effectively to the challenges posed by the COVID-19 crisis. Indeed, the IOS survey of the Secretariat on communication, well-being and collaboration through digital tools used in UNESCO reflects the staff's high overall satisfaction with these major aspects.

III. Progress in the implementation of Pillar 3 (March to August 2020)

(a) The Director-General's consultations with Member States and official partners

31. In accordance with the road map for the preparation of the Draft Medium-Term Strategy for 2022-2029 (41 C/4) and of the Draft Programme and Budget for 2022-2025 (41 C/5), which was adopted by the General Conference (40 C/Resolution 102), the Secretariat began the phase of consultations with Member States and their National Commissions as well as the various stakeholders with a view to contributing to the Director-General's preliminary proposals on the Draft Medium-Term Strategy for 2022-2029 (41 C/4) and the Draft Programme and Budget for 2022-2025 (41 C/5).

32. In this connection, a questionnaire was submitted in electronic format to Member States as well as to non-governmental organizations and foundations maintaining official relations and intergovernmental organizations as part of the consultations on the preparation of the Organization's next Medium-Term Strategy. The analysis of the replies received is available in document 210 EX/22.INF.

33. A consultation meeting of the National Commissions for UNESCO of the Arab countries was held in Cairo, Egypt, in February 2020. Owing to the health crisis, which led to the postponement of the 7th Interregional Meeting of National Commissions for UNESCO that was to be held in Lugano, Switzerland, from 25 to 29 May 2020, the Secretariat replaced the planned face-to-face regional and subregional meetings with virtual consultation meetings. Thus, eight online regional and subregional consultation meetings were organized between June and July. These meetings brought together more than 230 representatives from 159 National Commissions, including youth representatives. The participants were thus able to exchange their points of view concerning regional and subregional challenges and formulate recommendations concerning the strategic direction of UNESCO's action for the future and the future priorities of its Programme (documents 41 C/4 and 41 C/5). The reports of these meetings are available in document 210 EX/22.INF.

34. Consultations will continue throughout 2020 in order to prepare the Draft Medium-Term Strategy for 2022-2029 (41 C/4) and the Draft Programme and Budget for 2022-2025 (41 C/5) to be submitted to the Executive Board at its 211th session. A revised timetable is attached hereto in Annex in accordance with the decision taken at the 209th session of the Executive Board.

(b) Other initiatives to provide input into the programmatic reflection

(i) *Consultations of UNESCO's international and intergovernmental bodies*

35. As a follow-up to the recommendations of the open-ended working group on governance, procedures and methods of work of the governing bodies of UNESCO adopted by the General Conference at its 39th session (39 C/Resolution 87) and in line with the road map for the preparation of UNESCO's Draft Medium-Term Strategy (41 C/4) and Draft Programme and Budget (41 C/5), consultations were held with UNESCO's International and Intergovernmental Bodies (IIBs) within the framework of their statutory meetings, under the auspices of the Assistant Directors-General of the programme sectors. These consultations enabled IIB members to take part in the discussions and to contribute, from the perspective of their own areas of expertise, to the preparation of preliminary proposals for draft documents 41 C/4 and 41 C/5.

(ii) *High-level reflection group*

36. This external and independent group is composed of scientists, historians, writers, academics and others who can anticipate future global developments and submit their analyses to the Director-General.

37. The support unit is thus continuing the reflection work carried out by the group alongside the Director-General to provide input into the Secretariat's internal reflection on the next Medium-Term Strategy.

38. After a first meeting held on 12 and 13 November 2019 during the General Conference, a second meeting should have been held from 18 to 20 March 2020 at UNESCO Headquarters in Paris. Instead, three online meetings were held in March 2020 with the members of the group to ensure continuity in the reflection.

39. An online meeting with the group and the Director-General was held in July 2020 to present their analysis of the global context and the way to respond effectively. The themes discussed revolved around the need to achieve inclusive education, to act on climate change, to fight against all forms of racism and discrimination and to build open and peaceful societies, drawing lessons from the health crisis. All the reports of the meetings were shared with the steering committee to support the preparation of the preliminary proposals by the Director-General.

40. A new series of online meetings with the members of the group is planned for October 2020 in order to continue these exchanges. Group members continue to interact with each other and with the support unit, including through a specially created email address and online platform facilitating the sharing of ideas, articles and analysis.

(iii) *Surveys on major trends*

41. The support unit launched a staff survey entitled "UNESCO 2030". The objective of the survey was to benefit from the experience of each staff member in order to identify priority challenges, possible solutions and the ways in which internal mechanisms could be improved. Nearly 2,000 staff members responded to the survey.

42. In May 2020, the support unit launched a public survey, which was recently completed in September 2020. The survey was translated into 25 languages thanks to the support of Member States and their National Commissions. This initiative aims to get closer to the reality on the ground and respond more effectively to the needs of populations.

(iv) *Exchanges with UNESCO youth*

43. Furthermore, in view of the importance that the Organization attaches to youth, the support unit has accompanied the network of UNESCO young staff to share ideas and analyses with management. In July 2020, UNESCO's young staff met with the senior management of the Organization, in the presence of the Deputy Director-General, in order to advance programmatic thinking internally.

IV. Status report, as at 30 June 2020, on the use of the \$2.1 million approved for the strategic transformation process

44. The following table provides an update on the use of the \$2.1 million budget which was approved for the strategic transformation process at the 204th session of the Executive Board:

Title	Approved budget (\$ thousands)	Expenditure as at 30 June 2020 (\$ thousands)	Expenditure rate %
Support Unit	1,203,600	1,185,018	98.46%
High-level reflection group	739,500	346,219	46.82%
Communication review	200,000	171,037	85.52%
TOTAL	2,143,100	1,393,540	79.43%

(a) Update on the communication review

45. An amount of \$137,928 was used for the thorough review of UNESCO's communication carried out by The Government and Public Sector Practice (WPP). The remaining funds are being used as a follow-up to the review, mainly to ensure that the website redesign project is carried out in full compliance with professional standards and to guarantee the quality of the results.

(b) Update on the work of the transformation support unit

46. The support unit oversaw Pillar 2, including coordinating the work of the four working groups, reporting on their activities and those of the departments and services implementing these transformation actions.

47. Under Pillar 3, the support unit is steering the work of the high-level reflection group, which has so far included a meeting at Headquarters, a series of virtual meetings and the preparation of the fourth meeting at Headquarters, which must be replaced by another round of virtual meetings owing to the circumstances of the COVID-19 pandemic.

48. The support unit launched the Secretariat staff survey, which was completed in June 2020, and the public survey "The World in 2030", which ended in September 2020.

49. The support unit assists the Deputy Director-General and the work of the steering committee. The unit also ensures staff communication and engagement through, among other things, newsletters and the dedicated web portal offering articles, interviews and videos on the latest news.

(c) Update on the establishment of the high-level reflection group

50. A budget of \$0.73 million was approved for this initiative. Expenses were incurred for the coordination and monitoring of the work of the high-level reflection group by a coordinator in charge of this task. Also, part of the allocated budget was used to organize meetings of the high-level reflection group, including meetings at Headquarters in November 2019 and the expenses incurred for the meeting in March 2020, which was cancelled owing to the sanitary crisis, as well as online meetings (costs for logistics, interpreting and technical assistance). Other expenses relate to communication and visibility of the high-level reflection group through interviews and communication publications on these actions.¹

51. The second meeting of the group, which should have been held from 18 to 20 March 2020, at Headquarters in Paris, was cancelled owing to the global health situation related to the COVID-19 pandemic. Expenses already incurred as a result of the cancellation, concerning transport and

¹ <https://en.unesco.org/about-us/strategictransformation>

accommodation, will go towards organizing a future meeting at Headquarters, subject to the public health conditions.

Proposed draft decision

52. In the light of the above, the Executive Board may wish to take the following decision:

The Executive Board,

1. Recalling 204 EX/Decision 31, 205 EX/Decision 5.III.D, 206 EX/Decision 5.II.F, 207 EX/Decision 5.III.E and 40 C/Resolution 97,
2. Having examined document 210 EX/5.III.D,
3. Welcomes the final report of the Director-General on Pillar 2 of the strategic transformation and the preliminary report on Pillar 3 of the strategic transformation;
4. Takes note of the progress report on the use, as at the end of June 2020, of the \$2.1 million approved budget for the strategic transformation process;
5. Requests the Director-General to submit to it at its 212th session a final report on the strategic transformation process, taking into account the Draft Medium-Term Strategy for 2022-2029 (41 C/4) and the Draft Programme and Budget for 2022-2025 (41 C/5).

ANNEX

Revised timetable

As indicated earlier, the various consultations planned for the period February-May 2020 in the approved road map have been carried out for the most part, with some postponements that have barely had an impact on the proper preparation of the Director-General's preliminary proposals and submission to the Executive Board at its 210th session. The postponements were as follows:

- (a) The deadline for replies to the Director-General's questionnaire was extended to June 2020.
- (b) The regional and subregional consultations with National Commissions for UNESCO were held in February and during the months of June and July, as indicated in paragraph 33 of the document.
- (c) The inter-regional meeting of National Commissions, originally scheduled to take place face-to-face in Lugano, Switzerland, from 25 to 29 May 2020, had to be postponed. Discussions are under way between the Secretariat and the Swiss National Commission for UNESCO in order to organize this meeting at a later date, probably in early 2021 and in accordance with the most appropriate procedures.
- (d) Many of UNESCO's intergovernmental and international bodies were consulted at their statutory meetings, either in person or through virtual means. The process continues with further consultations planned before the end of 2020.

The revised road map presented below reflects these postponements (see February-July 2020 period in particular).

	2019	2020			2021		
	Autumn	February-May July	Spring Summer	Autumn	Spring	Autumn	
Secretariat	40th GC Draft road map for the preparation of documents 41 C/4 and 41 C/5	Director-General's consultations with Member States and Associate Members, IGOs and NGOs A. Questionnaire - sent to Member States in March; - deadline for replies: end April extended to early June B. Inter-regional meeting of Nat. Coms. Lugano, Switzerland, 25-29 May 2020 postponed: date and place tbd C. Regional consultations with Nat. Coms. (February- mid-May 2020) Extended to July 2020 D. Consultations with intergovernmental and international bodies (steered by sectors according to BSP guidelines) In progress	Executive Board (209th) 2020 Strategic Results Report (SRR)	Executive Board (210th) Director-General's preliminary proposals on the Draft Medium-Term Strategy for 2022-2029 (41 C/4) and the Draft Programme and Budget for 2022-2025 (41 C/5)	Executive Board (211th) Draft Medium-Term Strategy for 2022-2029 (41 C/4) and the Draft Programme and Budget for 2022-2025 (41 C/5)	Executive Board (212th) Follow-up to recommendations of the Executive Board	41st GC Draft Medium-Term Strategy for 2022-2029 (41 C/4) and the Draft Programme and Budget for 2022-2025 (41 C/5)
	Executive Board/ General Conference Resolutions containing the principles and guidelines for documents 41 C/4 (2022-2029) and 41 C/5 (2022-2025)		Consideration of SRR and recommendations on the future orientation of the Programme	Recommendations of the Executive Board	Recommendations of the Executive Board to the General Conference on the Draft Medium-Term Strategy (41 C/11), and the Draft Programme and Budget (41 C/6)	Recommendations of the Executive Board to the General Conference (41 C/11 and 41 C/6 Add.)	Discussion and adoption of the Draft Medium-Term Strategy for 2022-2029 (41 C/4) and the Draft Programme and Budget for 2022-2025 (41 C/5)



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PART III

MANAGEMENT ISSUES

ADDENDUM

COMMENTS OF THE INTERNATIONAL STAFF ASSOCIATION OF UNESCO (ISAU)

SUMMARY

D. UNESCO's strategic transformation

Pursuant to item 9.2.7 of the UNESCO Human Resources Manual, the International Staff Association of UNESCO (ISAU) submits its comments on human resources issues (document 210 EX/5.III.D).

1. UNESCO's strategic transformation is an ever-present concern for the International Staff Association of UNESCO (ISAU), which never loses sight of the fact that staff members cannot progress in an organization out of step with the demands of the times. Similarly, an organization will fail to transform if its administration acts as if staff merely constituted an adjustment variable. You may therefore rest assured that ISAU will always be a constructive and demanding partner with regard to this issue. It is in this spirit that we have taken note of the document submitted to Member States for debate.

Performance management

2. First of all, we wish to reiterate our profound disagreement with the decision of the Bureau of Human Resources Management (ADM/HRM) to abolish the Review Panel and the Reports Board and to replace them with a performance review board. ISAU had already expressed its total disagreement in an announcement made on 4 December 2020 and in its address to the Finance and Administrative (FA) Commission during this past December's session of the Executive Board. We



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deplore the Administration's decision to go ahead with this projected change despite the many warnings issued by the staff associations. We deeply regret that the performance review board excludes the staff member from his or her hearing, thereby depriving him or her of the right to be defended and represented. This very clearly constitutes a violation of staff rights.

3. The document tells us that an updated system is in place, but this does not guarantee effectiveness or transparency in performance management. Supervisors must be better trained to manage staff, to motivate staff and to create a healthy and dynamic work environment. We also reiterate our request for a 360-degree evaluation.

4. The document makes a general reference to the establishment of a performance culture, but no mention is made of any effort to link performance to advancement, a shortcoming likely to demotivate staff and thus destroy the very idea of performance culture. Without such a link, we can expect no more than a negative culture of punishment and penalties.

5. From the standpoint of performance, we also wish to emphasize that management training such as that which is given to senior management staff should be accessible to all staff if the Organization genuinely intends to foster the performance culture after which it strives.

Mobility

6. It is surprising to see the mobility policy presented as a model, even though the problems it had created were so egregious that it had to be suspended for an overhaul. It is surprising that Member States have been given such a subjective and counterfactual account of reality.

7. ISAU had denounced the first mobility exercise because it lacked transparency and fairness and had many flaws. Moreover, the conclusions drawn by the Internal Oversight Service (IOS) evaluation of the exercise confirmed these shortcomings and flaws, leading IOS to make several recommendations, which ISAU has endorsed.

8. We wish to point out that in its report (document 210 EX/5.II), IOS states that the mobility programme can be resumed, **provided that** the necessary adjustments are made thereto.

9. We also ask that the staff associations be fully included throughout the process of the new mobility exercise.

Field offices

10. With regard to the reform of the field offices, document 210 EX/5.III.B, provided by the Administration, indicates that it is "necessary that any transformation be accompanied by a viable human and financial resources plan". ISAU can only agree wholeheartedly that there is a need for such viability in human resources planning. The best reform of the field network will be one which takes into account the needs and expectations of staff, something absolutely essential to its effectiveness. In that connection, we wish to point out that any redeployment should be carried out in consultation with the staff associations if it is in any way expected to succeed.

Recruitment

11. While it is positive that a new recruitment tool, SuccessFactor, has made it possible to shorten the recruitment process timewise, many problems nonetheless remain. The pursuit of efficiency must not take precedence over the concern for effectiveness, which must govern the recruitment of competent staff.

12. The increased flexibility made possible by the new measures, such as the delegation of recruitment authority to the sectors, must be transparent; such transparency can be ensured only if ADM/HRM properly fulfils its oversight role in the recruitment process. ISAU has regularly denounced the lack of involvement on the part of the Bureau of Human Resources Management because

ADM/HRM too often limits itself to simply endorsing the choices made by the sectors. For proof of this, Member States need only realize that this reform was introduced at the same time that there was an increase in the number of Group I nationals who were recruited or promoted last year.

13. In the interests of transparency, we reiterate our request to have the recruitment process for project appointment (PA) posts subject to geographical distribution criteria and to Appointment Review Board (ARB) procedures so that the matter no longer eludes the control of ADM/HRM. These contracts concern civil service posts and it is inadmissible that the extrabudgetary source of their funding should exempt them from the measures which apply to all staff.

14. Finally, we repeat that it is crucial that PA contracts and long-term temporary contracts be regularized as soon as possible.

Coronavirus disease (COVID-19)

15. ISAU acknowledges that the coronavirus disease (COVID-19) pandemic puts each of us in an unprecedented situation in which every decision is made that much more difficult because, for the most part, we lack clear reference points. It goes without saying that ISAU supports the Director-General's efforts to protect everyone's health while maintaining our organization's effectiveness at a maximum. ISAU also knows that it can count on the professionalism of the staff, which was again highlighted in the latest IOS report, submitted at this session. Staff members are thus ready to face the challenges ahead.

16. In that connection, the lockdown measures imposed by Headquarters' host country have proven challenging; however, we now know what they entail, and staff members will spare no effort in the event of further confinement. Above all, we hope that these periods of confinement will have led to serious reflection on telecommuting and the opportunities it offers, where there is genuine dialogue with supervisors, for maintaining or improving staff efficiency while providing greater flexibility.

17. We must admit that we did not understand the sudden return to on-site, in-person work last July, although it was carried out under adapted circumstances. The decision to return was all the more surprising since another Paris-based intergovernmental organization, the Organisation for Economic Co-operation and Development (OECD), adhered to very strict telework rules throughout the same period. We renew our support for the Director-General's efforts to manage the COVID-19 crisis; nonetheless, we also wish to express our concern about this matter.

Well-being

18. We call for the development of a framework for staff well-being which is realistic and effective and which is not limited to a flexible work scheme or occupational health. Now that telework culture has been firmly established, we finally have the opportunity to optimize office facilities and thus create, at the Fontenoy site, a space dedicated to the well-being of all staff members.

19. To conclude, we wish to point out that most of the observations and recommendations contained in this document are not new. The President of ISAU had the opportunity to raise many of the aforementioned issues in his speech before the FA Commission. ISAU is concerned and wonders about the Administration's willingness to listen and to take into account the opinions of UNESCO's staff associations.