

**REPORT OF THE AD HOC COMMITTEE  
ON STRATEGIC DEVELOPMENT**

**Introduction**

1. The Ad Hoc Committee on Strategic Development (SD – see Appendix 1 for participants) met on 18 and 19 January 2021 to address its agenda, and elected Susan Murray (UGSS) as Rapporteur.

**Report on the implementation of FICSA structural changes**

**Secretariat**

2. The structure of the FICSA Secretariat had changed as a result of the functional review that was carried out in 2018 and approved at the 72nd FICSA Council in 2019. While some members had felt that FICSA dues were too high and had urged FICSA to reduce its expenses, the membership had also requested ExCom to maintain a good service level. The Secretariat had therefore abolished the vacant G-6 Administrative Assistant post and the two G-4 Secretary (50%) posts and replaced them with one G-5 Team Assistant position, currently occupied at 80%. The Secretariat also employed a full-time P-3 Information Officer and had achieved a reduction in costs of nearly 29% (from CHF 477,000 to CHF 339,400 per year). The Secretariat had used modern technology to improve its daily work. With regard to new premises, the Secretariat had not been able to identify premises that were more convenient in terms of cost and location.

3. Two interns (for social media and legal matters, respectively) and a consultant communications expert were assisting the Secretariat. During 2020 a technical-expert intern had created the chat bot now running on the on the [FICSA HQ Facebook page](#). The chatbot provides followers and visitors of the page with useful links from the website. All interns had specific terms of reference and learning objectives, were both monitored and mentored, and could earn university credits from their work with FICSA. FICSA members were asked to help increase FICSA's visibility on social media by encouraging the members of their staff associations/unions to interact regularly with FICSA on platforms including Facebook, Twitter and LinkedIn.

4. Although the Secretariat had managed to maintain the quality of services despite its limited resources, it urged all FICSA members to actively contribute to assist FICSA in achieving its mandate.

## Financial matters

5. The Ad Hoc Committee on Administrative and Budgetary Questions (A&B) would propose a new budget structure. A more sustainable way to calculate dues was needed. FICSA had made savings in 2020 owing to COVID-19, and could continue them in future by holding virtual meetings and using other modern technology.

6. Following the audit recommendation, the 72nd FICSA Council had decided to reduce FICSA's reserves and to modify its budget structure to prevent the accumulation of huge reserves. This had been necessary to help FICSA member organizations to meet their financial obligations. As a result of the implementation of the new budget structure, the membership dues had been reduced by 40% in the first year.

## Training

7. Following the decision of the 73rd Council, FICSA members wishing to host training events had become responsible for all associated costs, including travel-related expenses and DSA (Daily Subsistence Allowances) for trainers. Participants could register online through [FICSA's website](#). The host organization could make seats available for participants from other FICSA member organizations, for which it might charge a participation fee.

8. Member organizations with very limited resources could request financial assistance from the special fund established for that purpose. A&B would discuss the terms of reference for the fund.

## Recommendation

**As the unprecedented circumstances resulting from the COVID-19 pandemic made proposing any changes to FICSA's budget structure premature, SD recommended that the FICSA ExCom should monitor budget performance in 2021 and provide an analysis and recommendations for consideration by the heads of delegations before the 75th FICSA Council.**

## FICSA knowledge inventory

9. To enable responses to the multitude of requests received, FICSA urged its members to support its work more proactively. Such participation would further enhance efficiencies and help ExCom to implement its mandate and Council's decisions. That required FICSA to fully understand the wealth of existing resources and knowledge among members, which could be determined through a survey.

10. The survey could include the following elements:

- (a) **who they have:** the numbers and categories of staff representatives working in FICSA member organizations;
- (b) **where they are;**
- (c) **what they do and what they know:** including competencies, skills, additional areas of expertise and languages.

11. Proposed survey questions could include the following:

- (a) General:
  - organization;

- name of the staff association/union;
- location;
- any conclusions reached by the staff association/union about, for example, the situation or available approaches;
- number of members on the staff council association/union's Council/Secretariat;
- number of members serving on the staff association/union's Executive Committee;

(b) available resource persons (the list of topics below could be expanded):

- name;
- competencies:
  - human resources (HR) policies;
  - social security;
  - mediation/conflict resolution;
  - experience with GS salary surveys;
  - experience with cost-of-living surveys;
  - legal matters;
  - finance;
  - audit;
  - layout and design;
  - editing/writing;
  - Web design;
  - social media;
  - training;
- brief description of experience.

### Recommendation

**SD recommended that the FICSA ExCom should survey the membership and use the result to establish a knowledge inventory, updating the database at least every two years.**

### Review of FICSA's cooperation agreements

12. In addition to longstanding collaboration with the Coordinating Committee of International Staff Unions and Associations of the United Nations System (CCISUA), FICSA had initiated a new and successful cooperation agreement with the United Nations International Civil Servants Federation (UNISERV) in 2020. The three federations had worked effectively and closely throughout the year, mainly owing to their current leadership. Their united front proved to be effective in the meetings of

ICSC and the High-Level Committee for Management (HLCM). FICSA had delivered joint statements on behalf of CCISUA and UNISERV in numerous meetings in 2020.

13. FICSA had also entered into an agreement with [UN Globe](#) to promote its issues. FICSA had established a memorandum of understanding (MoU) with the ILO Training Centre in Turin, Italy allowing a discount of 10% for its membership. Many of the courses on offer were useful for staff representatives. FICSA had also signed an MoU with various lawyers specialized in International laws. It had included an agreement that lawyers would provide a tip of the month on legal matters; these tips had been published on the FICSA [website](#).

14. Further, FICSA standing committees, meeting in a joint session on the future of work, had recommended that the FICSA ExCom establish an MoU with the UN International Computing Centre (UNICC). That could greatly benefit FICSA members in an age of increasingly faster use of new technologies.

### **Other business**

15. While several heads of delegations appreciated the usefulness of FICSA's numerous communications on ExCom activities and other important matters, they thought that all staff might not easily understand those communications. They therefore suggested that the FICSA Secretariat periodically prepare information sheets listing important information which they could then share with their respective memberships.

16. The FICSA General Secretary urged all FICSA members to take part in and provide feedback on FICSA's work. Other participants raised concerns about the lack of engagement in their organizations and asked whether FICSA could analyse this issue to identify a common strategy to motivate staff to support the work of their staff associations/unions.

### **Recommendation**

**SD recommended that the FICSA ExCom should establish a working group to analyse the issue of lack of engagement of staff associations/unions and to develop a strategy to help motivate staff to support them.**

## Appendix 1. Participants

FICSA President	Tanya Quinn-Maguire (UNAIDS)
FICSA General Secretary	Evelyn Kortum (WHO/HQ)
FICSA ExCom members	Véronique Allain (SCBD), Kay Miller (WHO/EURO)
Interns	Shaina Erika Seki, Gilda Isernia, Riley Grden
FISCA regional representatives	Anthony Ndinguri (ICAO), Rajesh Mehta (WHO/SEARO)

### Staff associations/unions

AP-in-FAO	Jakob Skoet
FAO/WFP-UGSS	Susan Murray
IFAD	Charles Forrest
IMO	Juan Lyu
OSCE	Nizar Zaher
SCBD	Lisa Pedicelli
UNAIDS	Andrea Palazzi
UNESCO	Elia Matias, Mary Mone
UNFCCC	Ambretta Perrino
UNGSC	Cosimo Melpignano
WHO/HQ	Catherine Kirorei Corsini
WHO/SEARO	Ravinder Kumar, Ritesh Singh
WHO/WPRO	Priya Mannava

### Members with associate status

CTBTO	Michelle Delinde
CERN	Joel Lahaye
OMC/WTO	Muriel Salette Carroz

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