



PROGRAMME OF WORK

2023-2024

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Introduction

The UNDP/UNFPA/UNOPS/UN Women Staff Council promotes and protects the rights and well-being of personnel in the four UN agencies. The 47th Staff Council currently comprises six members representing the four UN agencies, which fulfils the constitutional requirement for a quorum. The newly elected Staff Council consists of:

- **Michael Lund**, Chairperson (UNDP representative)
- **Henia Dakkak**, First Vice-Chairperson (UNFPA representative)
- **Patricia Cortes**, Second Vice-Chairperson (UN Women representative)
- **Rohan Jones**, General Secretary (UNOPS representative)
- **Danielle Okoro**, Treasurer - (UNFPA representative)
- **Athena Rebutiaco Cortez**, Member (UN Women representative)

The members of the 47th Staff Council are deeply honoured to represent staff and personnel of the four organizations who work diligently to achieve the Sustainable Development Goals for all the people of the world. The members are committed to making every effort to help our organizations improve and harmonize the terms and conditions of employment across the board at all levels. With extensive UN careers and experiences, the Staff Council is committed to building on the achievements secured by the outgoing Staff Council. In this regard, the 47th Staff Council will continue to draw on a collaborative approach with the administrations' senior management and their Human Resources Offices to ensure colleagues' voices to be heard and advocate to improve our organizations' policies and procedures related to human resources management, including those pertaining to contractual modalities, diversity, equity, inclusion, and equality goals. Achieving the outlined goals will not only improve the conditions of service for staff but will also increase the employee value proposition of our four organizations.

The Programme of Work for 2023-24 presented here will guide the 47th Staff Council's action in the next two years.¹ It is an ambitious programme that articulates how the Staff Council will leverage its mandate to mobilize urgent and sustained action towards ensuring "it is representative of the collective and individual rights and diversity of all persons who serve the United Nations".²

This proposed Programme of Work draws on the report of the 46th Staff Council, including the analysis of its lessons learned as well as its recommendations. It has also benefited from consultations with the 46th Staff Council, the Organizations' Senior Management, Human Resources Offices, the UNDP Ethics Office and the Office of the Ombudsman for United Nations Funds and Programmes. Most importantly, inputs were sought from staff globally, including through a well-attended first virtual global breakfast with personnel and our participation in various Executive Leadership driven TownHall meetings in our organizations. Its main goal is to meet the obligations set out in our Constitution with regards to securing "all staff and personnel's rights, well-being, interests, welfare, conditions of employment and morale are safeguarded, respected, promoted and defended."³

Given the interconnected nature of challenges affecting our personnel at all levels, the 47th Staff Council will focus on a holistic and integrated approaches around four strategic outcomes:

1. Establish Global Forum.
2. Harmonize and improve the representation of staff members and personnel.
3. Enhance engagement with the UN common system.
4. Making our workplace a better place to work.

¹ The Programme of Work will be reviewed and revised at the end of 2023. A revised Programme of Work with a 2024 budget will be presented to the Annual General Meeting for approval in 2024.

² Preamble of the Constitution of the Staff Council.

³ Preamble of the Constitution of the Staff Council.

Advancing the priorities and issues outlined above will require dedicated focus and resources for the following two cross-cutting priorities:

- a. An ACE Strategy (Advocacy, Communications and Engagement) that promotes the voice of staff and strong collaboration among members of the global staff association and our organizations to advance the values of the United Nations while striving towards equitable representation and effective personnel participation.
- b. Capacity building of staff with a particular focus on Local Staff Committees and Associations to engage effectively on all matters pertaining to staff rights and well-being.

The 47th Staff Council was announced on 17 November 2022 completing an electoral process led by polling officers Donaldo Lopez (United Nations Office for South-South Cooperation), Janine St Julian (UNDP), Muthoni Muriu (UN Women) and Claudia Joseph (UNDP). The Council is grateful for the continued service of the four polling officers. The backbone of the work of the Staff Council is its Secretariat comprised of two experienced and dedicated colleagues; Tenagne Getahun and Baholy Andrianaivo. The Council owes a deep debt of gratitude to these two committed colleagues.

Overall, all actions mobilized by the 47th Staff Council will contribute towards building a culture of consensus-building and collaborative decision-making while also promoting inclusivity and reflecting diversity in all matters affecting our personnel. Achievements will only be possible with the engagement and support of our personnel and their representatives at the country and regional levels. We will also strengthen our collective voices and agency through strengthening the cross-collaboration with our sister UN staff federations, unions, and associations. The Staff Council is committed to promote constructive cooperation to provide equitable and effective representation of staff at all levels and to forge open dialogues. The Council will also collaborate to streamline information and promote the harmonization of practices and regulations related to contract conditions and staff well-being as well as to promote joint efforts to deepen the equity, inclusion, and diversity agenda within the UN system.

Strategic Priorities for the 47th Staff Council

1. Establish Global Forum

The Staff Association consists of the Staff Council at headquarters level and around 90 Local Staff Associations at the country level with the Staff Council having the overall responsibility for the well-functioning of the Staff Association globally. The Constitution of the Staff Association mandates two principal mechanisms for maintaining collaboration and cohesiveness across the global Staff Association: The UNDP/UNFPA/UNOPS/UN Women Global Forum of Staff Representatives and regional consultations. The Global Forum will serve as a participatory mechanism for interaction amongst staff representatives across the country offices, regional offices, and headquarters. The regional consultations are foreseen as more in-depth in-person, hybrid, or virtual consultations in a workshop format.

The 47th Staff Council will respond to this mandate through regional consultative meetings which will allow the opportunity to identify systemic challenges, potential strategies and opportunities, and compile recommendations to address such challenges. For 2023, the Staff Council will prioritize the establishment and operationalization of the Global Forum including through hybrid consultations and in person workshops and discussion to inform the process. We will ensure regions are engaged in this year's consultative process.

The outcome of a thorough consultation process will be the basis for a Global Forum in September 2023, right before the installation of the UNGA78. It will bring together staff representatives from all levels to strategize on how

to prioritize and address the shared challenges, how to strengthen staff representation and ownership of the Staff Council and how to streamline communications and information on all issues that affect the UNDP/UNFPA/UNOPS/UN Women personnel at HQ and field levels.

The consultative process and the Global Forum will also respond to the invitation of the UNDP Administrator to propose ten concrete issues that the Global Local Staff Associations wants him to address in one year, while also seeking the agreement of the other Heads of Agencies for a similar undertaking.

The Global Forum will also serve as a platform for cross-fertilization of experiences and lesson sharing, capacity and skills building, networking and institutional support to staff and personnel and their representation across the four organizations. It will raise awareness about issues affecting personnel and provide opportunities to deep dive into working conditions, career development and personnel's rights and well-being. Thematic working groups will be formed across the Global Staff Association to ensure a comprehensive and in-depth approach, including on the priorities outlined in this programme of work.

The Global Staff Association will also identify training gaps in the Local Staff Associations and develop training packages for staff representatives to strengthen their capacities. The Staff Associations at all levels will work with the administrations' Senior Management to promote a culture of consensus building and collaborative decision-making processes, including by harmonizing their regulations and practices in the best interest of staff.

These efforts will be ongoing and coordinated by the Staff Council at HQ which will delineate the responsibilities and implement the activities determined by the Forum, ensuring coherence between the various levels and harmonization of processes. Our commitment is to secure a Global Forum that will strengthen the staff and personnel voices in the managerial decision-making within our organizations, embracing a culture of consensus building and collaborative decision-making as well as advancing the equity, diversity, and inclusion agenda within the UN system. It will also reinforce the role of the Staff Council and the Local Staff Associations in representing staff interests and channelling staff concerns to ensure that their voices are communicated and heard in a structured way.

2. Strengthening and harmonizing the representation of staff and personnel

2.1 Secure organizational engagement

The Staff Council is mandated to develop and improve effective staff participation in the decision-making process by maintaining active and open channels for communication with the administration and to promote better understanding between management and the staff of the four agencies.⁴

To fulfil this mandate, a critical part of the 47th Staff Council's work is to regularly engage with key offices in the four organizations and promote transparency regarding all issues affecting personnel. The Council will have monthly meetings with the Office of Human Resources in all four organizations to discuss key policy issues and critical human resource processes such as organizational change initiatives. Annual meetings with the Heads of the organizations will also be held as well as quarterly meetings of the UNDP Staff Management Coordination Group (SMCG).

Regular meetings will furthermore be conducted with the Office of the Ombudsman, the Ethics and legal offices, Audit and Investigation and Office of Staff Legal Assistance (OSLA) as well as with the regional and central Bureaus of the four organizations.

⁴ Article 2 of the Constitution.

2.2 Policy dialogue

The key objective of the regular meetings with management and the administration is to engage in a policy dialogue to ensure that staff interests are well represented in policies affecting staff. The 47th Staff Council will give special attention to policies covering the issues included in this programme of work. It will monitor policy development in the organizations as well as collaborate and coordinate with LSA. Effective fulfilment of this function will rely on all four organizations maintaining a policy pipeline enabling timely and wide consultations. Harmonization across the four organizations will furthermore be critical to safeguard the highest standards for all staff and personnel.

2.3 Organizational change processes

The 47th Staff Council will engage in all change management processes to protect and promote personnel's working conditions, advocate for personnel's meaningful engagement in decision-making and promote transparent communications across the organizations including HQ, and in the field, where the Council is committed to strengthening its support to the LSAs and personnel.

The full and early engagement of the Staff Council in these processes is critical as staff often need more transparency in these processes. As such, organizational policies must stipulate a meaningful role for the Staff Council in change processes. The 47th Staff Council will also advocate for harmonizing approaches to change management across the four organizations based on best practices and lessons learned.

One of the key change management processes that the Staff Council will be involved in is UNFPA's HQ Footprint Review. This review is being undertaken to respond to the "New Normal" by ensuring that UNFPA can adopt an optimized HQ architecture, which would best equip the organization to deliver on its Strategic Plan, and more specifically: A) deliver more effectively (closer time zone or geographic proximity to clients) and b) deliver more efficiently (time, travel, office space, salaries and coordination with other UN agencies). This is a substantial change management process which significantly impacts on staff based at headquarters.

UN Women is implementing the change management recommendations developed based on extensive organization-wide consultations during 2018-19. The 47th Staff Council will engage on the Presence Governance Framework, managed by the Business Review Committee, which governs decisions relating to UN Women presences. The current administration has strongly emphasized pivoting to the field as part of the organization's strategic plan 2022-2026. The 47th Staff Council is committed to supporting consultation processes on the country presence to ensure that our ambition for development results is matched by adequate human and financial resources and fight against all inequalities in our workforce.

At UNDP, the 47th Staff Council will engage closely in change management processes following the newly promulgated organizational unit restructuring policy. The Staff Council will also collect lessons learned from the early implementation of the policy and provide recommendations for the subsequent implementation steps.

Across all the four organizations the 47th Staff Council will monitor and engage in the implementation of mobility and rotation policies to promote that they are implemented in a fair and equitable manner and that staff secure meaningful jobs at preferred locations and that contracts are not terminated due to these policies. The Staff Council will also advocate for the creation of pools for various functional and thematic areas to facilitate mobility and job security.

2.4 Support to personnel in addressing their concerns and grievances

The 47th Staff Council will continue representing and supporting staff on all matters concerning conditions of service, staff welfare, and the implementation of human resource policies. This will include promoting an effective enforcement of the organizations zero-tolerance policies related to harassment, abuse of authority, retaliation, and sexual exploitation and abuse. In addition, the Staff Council will engage with the Office of the Ombudsman and the Ethics Office on issues that will benefit from their involvement.

All Individual and group requests for support received from all four agencies will be recorded in the Council's Case Management System. The system is and will continue to be maintained in a manner ensuring full confidentiality including by anonymizing data and restricting access. The Council will review and revamp the case management system in 2023 to secure that the system allows capturing, analyzing, and disseminating data around individual and group case management. This will form the basis to forge evidence-based dialogues with HR and Senior Management to draw lessons and define effective measures to protect and promote our personnel.

In view of the large number of non-staff personnel in our organizations, the 47th Staff Council will be proposing a few options geared towards developing and establishing the capacity that will ensure adequate legal support is available to personnel working under non-staff contractual modalities.

2.5 Contractual modalities

The 47th Staff Council will also continuously advocate harmonizing contract modalities in the UN and our agencies, and for a unified approach aligned with ICSC regulations. With only around 35 percent of the entire workforce in our organizations enjoying full staff contracts this issue is of significant importance. The Council will advocate for the full actualization of our cornerstone principle of equal opportunities and equal conditions for equal work. Specific issues include Inequalities between staff and non-staff, national and international personnel, interagency mobility, and length of FTA contracts. Experience with utilizing service type contractions such as the Individual Contractor Agreement (ICA) in UNOPS and International/National Personnel Services Agreement (I/NPSA) in UNDP will be analyzed from an overall organizational and a staff perspective. The Staff Council will also work on increasing awareness of benefits and opportunities for non-staff personnel.

2.6 Career planning

The UN continues to lag behind other organizations regarding career planning. Staff and personnel are too often left to their own devices and must navigate the maze of what constitutes UN career opportunities. The 47th Staff Council will advocate for a proper career planning system, including organizational and managerial responsibilities to advance staff and personnel's career ambitions. A particular focus will be on securing career advancement plans for General Service Staff and National Staff. An important ingredient in career planning is a well-functioning performance management system. The Staff Council will engage with the four administrations on improving these systems.

2.7 Protecting staff in the current economic and funding environment

The prospects of revenue in our organizations have been affected by multiple factors, including economic difficulties in donor countries, in the context of cascading crises affecting the world: the COVID-19 pandemic, the war in Ukraine, the global rise in the cost of living, the increasing effects of climate change. The World Bank projected in January 2023 that global growth would fall to 1.7% in 2023.

The current time of turbulence will continue to impact our organizations' financial stability. This scenario may hamper mandate delivery through the disruption of operations, and limited capacity to respond to the growing needs in times of multiple crises. The 47th Staff Council will remain vigilant and work with the organizations' senior management to prevent conditions of service from being jeopardized. UN staff and personnel are vital for fully delivering of our mandates. In this troubled context, attracting and retaining high quality staff and protecting the organizations' institutional capacity to deliver high impact programmes with transformational results is even more critical.

The 47th Staff Council will particularly advocate at headquarters level and support LSAs as they advocate for, and engage in, local salary surveys to respond to the still worsening cost-of-living crisis. In this regard the Council will also facilitate learning across the Global Staff Association, facilitating peer-to-peer support of experienced LSAs.

2.8 Harmonizing and improving the representation of staff members and personnel

2.8.1 Secure successful Annual General Meetings with Staff Council at Headquarters

The Annual General Meeting is a critical engagement forum for the Staff Council at headquarters level. The 2023 Annual General Meeting will be held on 14 February 2023. The agenda will include the presentation of the 2022 Annual report, the interim financial report, and audited reports of the previous year. In addition, this proposed Programme of Work 2023-24, and its associated budget will also be presented for discussion and approval.

2.8.2 Strengthening staff engagement in the Staff Association

The 47th UNDP-UNFPA-UNOPS-UN Women Staff Council was announced on 17 November 2022. The Council has a total of eleven seats and six seats are currently filled, constituting a quorum. The remaining five seats (four for UNDP and one for UNOPS) will be filled as soon as possible through a by-election in UNDP and UNOPS. The Staff Council will actively seek nominations and encourage all eligible staff to pursue office.

A revision of article 28-3b of the constitution may be required reducing the existing requirement of duration of contract for a candidate to the Staff Council from one year to six months. This revision will align the contract duration requirement for the Staff Council with the same requirement for Local Staff Committees. It will also allow a greater number of candidates to seek office.

The 47th Staff Council will also seek to establish the Legal, Audit and Electoral Committees as called for in the constitution.

A key component of strategic priority one – establishment of a Global Forum – is to strengthen representation in the Local Staff Committees. The overall objective is for all staff and personnel to feel represented. The 47th Staff Council's Communications, Advocacy and Engagement Strategy (ACE Strategy) will seek to ensure a high-level of information flow and engagement and forge full representation of personnel across organizations and at all levels.

2.8.3 Representing personnel

The combined workforce of UNDP, UNFPA, UNOPS and UN Women is about 36,000 personnel, of which only a third, about 12,000 colleagues, are staff as per the International Civil Service Commission (ICSC) regulations. The mandate of the Staff Association covers staff members of the four organizations. A key revision in the 2022 Constitution involved the scope of membership of the Staff Association. Any staff holding a Temporary (TA), Fixed term (FTA), Continuing Appointment (CA) or Permanent Appointment (PA) automatically becomes a member of the Staff Association (as per the 2013 constitution only due paying staff were members). Holders of other contract types of

at least six months duration (i.e., Service Contracts- SC, IC, ICAs, IPSA, NPSA etc. and all modalities applicable for country offices), may join the Staff Association as associate members with observer status.⁵

The 47th Staff Council will actively promote membership of non-staff personnel to secure a firmer base for representing such personnel. Consultations with the UNOPS Personnel Association for UNOPS headquarters will be undertaken to establish a formal collaboration.

3. Enhancing engagement with the UN Common System

The 47th Staff Council is a member of the United Nations International Civil Servants Federation (UNISERV) with the Chair and the First Vice Chair as members of the UNISERV Executive Committee serving as Vice Presidents. UNISERV is an international Federation of UN system staff unions and associations committed to an atmosphere of constructive cooperation to provide equitable and effective representation of staff and personnel at all levels.

UNISERV primarily represents member interests in expert bodies such as the International Civil Service Commission (ICSC) and in inter-agency bodies that make decisions and recommendations on conditions of service, such as the Chief Executives Board (CEB), the Human Resources Network (HRN), the High-Level Committee on Management (HLCM), the Inter-Agency Security Management Network (IASMIN), as well as the Mental Health Strategy Implementation Board, , amongst others.

The Staff Council will remain active representatives in: i) Several ICSC task forces and working groups addressing a range of topics; ii) The Chief Executive Board (CEB); iii) the High-level Committee on Management (HLCM); iv) Staff Management Committee; and v) the Human Resource Network (HRN). The Council intends to lead on UNISERV's engagement in the Inter-Agency Security Management Network (IASMN), which addresses policy and operational matters related to safety and security of UN personnel globally.

The Staff Council will also engage actively in country-specific ad hoc joint interventions including on salary-related and crisis related issues.

In collaboration with other UNISERV members, the Staff Council will develop training packages for staff representatives at the country level strengthen their capacities to perform their tasks. The Staff Council will also continue to participate in the ICSC Commission's various working groups including on the groups on Human Resource Framework and Standards of Conduct.

The 47th Staff Council will forge open dialogues and collaboration with the UN Secretariat Staff Union to streamline information, promote the harmonization of practices and regulations related to contract conditions and staff well-being as well as to promote joint efforts to deepen the equity, inclusion, and diversity agenda within the UN system.

4. Making our workplace a better place to work

4.1 Staff Engagement Surveys

Listening to staff and personnel and measuring their satisfaction has been essential corporate activity in all four organizations for decades. Until recently the Global Staff Survey conducted every two years was the most common tool. These surveys were an important part of the organizations' continuous efforts to ensure the optimal working environment across the organization. However, recognizing the limitations of the Global Staff Survey tool in terms of elevating staff and personnel's voice and promoting engagement, which was apparent from the relatively low response rate and the lack of significant follow-up actions, UNOPS is introducing regular pulse surveys, UNDP is

⁵ Article 4 of the 2022 Constitution.

establishing a listening architecture, UNFPA is supplementing the GSS with Action Workshops and UN Women implemented a Nurturing an Empowered Workforce survey in 2022.

The 47th Staff Council welcomes these new initiatives to enhance personnel's voices and increase engagement. The Council intends to partner with the organizations in the roll-out and more importantly to ensure meaningful action based on the outcomes of the listening activities. Furthermore, the Council will conduct its own staff and personnel surveys as well as collect personnel's testimonials from across the organizations to facilitate learning between UNDP, UNFPA, UNOPS and UN Women, with regards to promoting an inclusive and enabling workplace, aligning with the wider Diversity, Equity, and Inclusion initiatives across the UN System.

4.2 Future of Work

The experience with remote work during the Covid pandemic not only proved that the hybrid work model is not only possible, but also desirable both from organizational effectiveness and staff satisfaction perspectives. Studies show that 73% of employees demand flexible working arrangements. A Microsoft study furthermore showed that 87% of employees felt they were productive working remotely. At the same time, however, 85% of leaders stated that the shift to hybrid work has made it challenging to have confidence that employees are productive.

However, the elevated level of productivity facilitated by remote working options is masking an exhausted workforce. Weekly meeting time has more than doubled for Teams users since February 2020 and the number of emails delivered has increased by 40.6 billion between Feb 2020 and Feb 2021.

These findings⁶, which are supported by numerous other studies, clearly show that effective hybrid work modalities are much more than a fixed distribution between days in the office and remote. It requires formulating a comprehensive hybrid work model, which the UN, including our four organizations, still needs to be fully developed. A thorough consultative process with personnel, as in the case of UN Women, is required.

The 47th Staff Council will work with the four organizations to support their ongoing efforts to ensure a comprehensive hybrid work model fully reflective of the wishes of staff and considers the impact on the well-being of various groups of staff. The Council will also support the roll-out of an appropriate hybrid work modalities as defined by our four organizations. An integral part of establishing such a model will be revising work processes based in part on the results of a behaviourally informed sludge audit. Further use of behavioural insights for organizational change efforts to improve staff well-being will also be explored.

4.3 Psychological Safety

A sense of psychological safety, which means a sense of permission for candour, is critical for staff's general well-being, feeling of achievement and protection from harassment, sexual harassment, and abuse of authority as well as for organizational effectiveness and results. Psychological safety is critical for creating a speak-up culture but also in a much broader sense. Teams perform much better when ideas and thoughts are shared freely, and psychological safety is furthermore critical in any supervisor-supervisee relationship.

The four organizations have made immense progress at the policy level to protect staff and personnel against all types of abuse. The 47th Staff Council will work with the four organizations on conceptualizing or strengthening the psychological safety within their human resource strategies and approaches, and its application at HQ and in Country Offices and offer advice and support directly to staff with a special focus on Local Staff Committees. The promotion of psychological safety is intricately linked to the implementation of the United Nations Mental and Well Being Strategy.

⁶ The findings presented can be found here: <https://www.microsoft.com/en-us/worklab/work-trend-index/hybrid-work> and <https://www.microsoft.com/en-us/worklab/work-trend-index/> (accessed 20 January 2023)

4.4 Embracing a positive leadership model

A positive leadership model has the potential to unlock staff growth potential, maximize their strengths, and secure their engagement at work. Confident and supportive cultures are more collaborative and creative, attract and retain hardworking, talented people. Positive leaders inspire others to tap into their unique abilities and thrive. When personnel feel appreciated, they become more confident and prompt to team-playing and perform at their best.

The 47th Staff Council is committed to promoting a positive leadership model that empowers personnel. In doing so, the Staff Council will organize a series of discussions about positive leadership within the UN system, challenges, and recommendations. One of the outcomes of such a series of conversations is identifying criteria to recognize positive leadership that aligns with the UN values. The Staff Council will pilot a positive leadership award, which will entail calling for personnel to nominate a deserving manager (Empowering Manager) for the award. An independent jury will evaluate the nominations and select the best leaders. An award ceremony will be organized as an opportunity for personnel to recognize positive leaders. Positive leadership communication assets will be disseminated broadly to forge a shift from the constraints of toxic cultures towards promoting leaders that cultivate a team's well-being and empowerment.

The 47th Staff Council will advocate for emotional intelligence training of managers and for a more comprehensive induction of senior appointments from outside of the UN system focused on the working culture and values of the United Nations.

Furthermore, the 47th Staff Council recognizes that leadership is performed by more than just staff with authority but and be performed by staff at all levels. In this regard the Staff Council will adopt and promote an adaptive leadership approach.

4.5 Harmonizing the Mental Health and Well-Being Strategies

The United Nations Mental Health and Well-Being Strategy is a comprehensive approach to address the needs of UN personnel and improve organizational capacities to prevent and protect mental health. It was endorsed by the heads of management of all UN system entities and applies to the whole UN system. While this strategy exists, the implementation still needs to be fully realized. Despite significant and ongoing investment in mental health and well-being, there is still a long way to go in addressing the needs of the United Nations workforce.

Working within the United Nations system can give us with a powerful sense of purpose and opportunities to help others. It can also be challenging. In 2015, over 17,000 United Nations system staff members across 11 United Nations entities completed the Global Well-Being survey. Approximately half of all United Nations staff members reported experiencing symptoms consistent with a mental health condition. This is proportionally greater than what is seen in the general population, and staff who had worked at the UN longest were more likely to experience poor mental health.

The UN Global Well-Being Survey found an association between poor mental health and: 1. The number of years worked for the United Nations system 2. Exposure to traumatizing events in the previous 12 months: both on-duty and off-duty 3. Low job satisfaction, perceived incivility, and conflict in the workplace 4. Low levels of help-seeking or receiving any mental health services, internally and externally.

As the 47th Staff Council will focus on supporting the implementation of the United Nations Mental and Well Being Strategy to facilitate the creation of a workplace that enhances mental and physical health and wellbeing and to support policy development and engagement in this regard in terms of improving civility in the workplace and resolving conflicts in the workplace. The promotion of psychological safety is a key component in this regard.

With respect to the Mental Health Strategy, the Staff Council will draw on [Guidelines on Mental Health at Work](#) and the accompanying [Policy Brief](#) from the World Health Organization and International Labour Organization (2022), to work with the Organizations' management on creating or strengthening the implementation of the WHO's recommendations to improve mental health in our organizations and enable all personnel to thrive at work, including by strengthening our individual personnel awareness, skills and behaviours about:

- Taking care of others – colleagues, family, and friends
- Taking care of our personnel's mental health
- Taking care of personnel who look after the health of others
- Supporting personnel to seek help earlier, to obtain access to a range of evidence-based psychosocial support and interventions.

To amplify the visibility of the organizations' work and achievements in implementing mental health strategies, panel discussions and advocacy events will be organized to be held in alignment with the World Mental Health Month in October.

4.6 Embracing and supporting the full implementation of the UN DEI Strategy

The 47th Staff Council is committed to pursuing the goals of equity, inclusion, and diversity among our workforce and to support the ongoing initiatives in place to address the lack of equal opportunity and potentially discriminatory policies and practices – based on gender, race, ethnicity, sexual orientation, and age. We will join efforts with the organizations' initiatives to advocate for an inclusive, accessible, and diverse workplace while also promoting and supporting the important work in relation to achieve gender parity with our organizations. The Staff Council will actively engage in the implementation and follow-up of the Secretary-General's Task Force Working Groups on Addressing Racism and Promoting Dignity for All. The Council will also support the four agencies' anti-racism response working groups. We will also support ongoing efforts to mainstream gender-responsive disability inclusion UN system-wide.

The Staff Council will collaborate with committed colleagues to identify and promote experiences of existing innovation and transformative solutions for an inclusive place within organizations, including in the context of rapidly changing technological landscape to strategize on how to increase accessibility and diversity in our workplace. We will also identify and disseminate practical tools, knowledge products, learning opportunities and good practices to tackle discriminatory practices and behaviours and counter personnel fear of retaliation, including by ensuring senior management's attention and action. We also support ongoing efforts to ensure that gender equality discussions and decision-making spaces within our organizations are fully accessible to and inclusive of women, girls, trans, intersex and nonbinary persons with disabilities.

5. Cross-cutting priorities

Advancing the priorities and issues outlined above will require dedicated focus and resources for the following two cross-cutting priorities:

1. An ACE Strategy (Advocacy, Communications and Engagement) that promotes the voice of staff and a strong collaboration among members of the global staff association and our organizations to advance the values of the United Nations while striving towards equitable representation and effective personnel participation
2. Capacity-building of staff with a particular focus on Local Staff Committees and Associations to engage effectively on all matters pertaining to staff rights and well-being.

5.1 An ACE Strategy (Advocacy, Communications and Engagement)

The Staff Council is developing an ACE Strategy 2023-2024 that will promote the voice of staff and a strong collaboration among members of the global staff association and our organizations. Through its ACE Strategy, the 47th Staff Council will secure the following:

- Increased visibility and reach of the Staff Council's objectives and priorities.
- Increased awareness, knowledge, and interest of target audiences about the staff rules and regulations, policies and procedures and protection mechanisms. The Council will make a special effort in enhancing the engagement of staff and personnel with the protection mechanisms and offices.
- Increased active support and engagement from key audiences, including senior management.
- Ensure that staff representation and association gain prominence in public discourse & communications opportunities.

Progress in this regard, will be secured by:

- Strengthening open channels of communication between personnel and senior management.
- Forging effective internal and external communications channels, strategies, and action plans. Emphasis will be place in strengthening the communications channels between HQ and local staff Associations.
- Securing strong coordination and synergies between the Staff Council and the local associations and committees and amplifying the voices from the field.
- Raising awareness and disseminating in a personnel friendly fashion all human resources policies, standards of conduct and resource guidance for UNDP, UNFPA, UNOPS and UN Women personnel.
- Promoting synergies and communication channels between the work of the Staff Council and other unions and associations including at the field level.

Overall, the Staff Council's communications and messaging will be critical to move audiences from unawareness to embracing the vital role the Staff Council and Staff Associations play in promoting, protecting and safeguarding the rights, interests, welfare and well-being of UNDP/UNFPA/UNOPS/UN Women personnel at all levels and regions. It will also secure effective channels for close cooperation and collaboration with the Staff/Staff Associations, Unions and Federations of the United Nations and UN Specialized Agencies as part of a Common System, both in Country Offices and at Headquarters to address common system issues, maximizing the coordination of activities of mutual interest and benefits.

5.2 Building the capacity of staff representatives

The Staff Council is committed to develop a training programme to meet the expectations of the Local Staff Associations. The starting point will be to address the learning and training needs identified through the 2021 survey conducted with the Local Staff Associations on issues pertaining to their mandate, including: contractual modalities, interactions with managers, local salaries survey, change management processes, medical insurance, pension, crisis response, advocacy for personnel, handling grievances & arbitration, negotiation, mediation, communication, and coaching.

The 47th Staff Council will also develop training packages for staff representatives to strengthen their capacities related to procedures, tools and mechanisms on rules, roles, responsibilities and relationships to support transparency and accountability. Modules on negotiations skills and effective communications, psychological safety, adaptive leadership and problem-solving in the workplace. A particular training need relates to our capacity to engage personnel in the Staff Council and Local Associations. In this regard we will work together with Local Staff Associations to strategize on how to effectively promote the value of the Staff Council and Local Staff Associations

and identify factors that influence personnel's willingness to join and mobilize other personnel's interest in the personnel organization and representation. Based on the consultation, targeted training materials and opportunities will be secured.

The 47th Staff Council will also identify and promote through our website existing e-Learning Tools available to help our personnel and representatives familiarize themselves with our work, mandates, rules, regulations and procedures and mechanisms to promote and protect working conditions and personnel's rights and well-being.

6. Resources and Budget for 2023

The Staff Council's income in 2022 was USD 171,948. The bulk of the income came from the generous contribution of the four organization. In addition to the direct financial contributions, the organizations also released staff to serve on the Council on a full or part-time basis and UNDP covered all the Secretariat costs.

The 47th Staff Council's total budget for 2023 is USD 527,000 covering the costs of all activities across the four priority objectives and the cross-cutting priority centred on Advocacy, Communication and Engagement. Assuming the same level of income in 2023 as in 2022, there will be a shortfall of almost USD 360,000. The largest budget has been allocated to objective 1: Establishing a Global Forum, which includes hybrid consultations and regional workshops as well as the Global Forum meeting. The all-inclusive cost of the Global Forum and workshops is budgeted at USD 272,500. The travel costs of two members from each Local Staff Committee is estimated and budgeted at USD 209,000. It is the hope of the 47th Staff Council that the four organizations will cover the costs of LSC participation in addition to the regular contributions. A detailed budget for objective one will be prepared as part of a concept note on the same.

If this additional financial support materializes, the unfunded budget will be USD 151,000. The 47th Staff Council plans to cover up to USD 100,000 from its reserves and will seek to mobilize the remaining USD 51,000. While the 47th Staff Council recognizes that it is a risk to use from its reserves, it understands the strategic value of this allocation and is determined to maintain a sustainable approach to its budget.

6.1 Paul Hoffman Assistance Fund

The Paul Hoffman Staff Assistance Fund is an independent fund established in 1975 to provide financial support to UNDP and UNFPA staff in need. The Staff Council will work with UNDP and UNFPA on constituting a new Committee of the Fund as the previous Committee concluded its work in 2022. The Staff Council will facilitate as appropriate a conversation concerning UN Women and UNOPS i joining the Fund.

The Staff Council will also support awareness creation about the Fund among staff members and help ensure that the criterion for support is well understood.

Estimated Budget 2023

Objectives	Activities	Estimated Budget
Objective 1: Establishment of a Global Forum	Hybrid regional consultation meetings and Global Forum - (participation, logistical arrangements, interpretation, and communications assets)	\$261,000.00
	Compilation and analysis of the outcome of the broad consultation, global surveys, and recommendations towards and facilitation of the Global Forum	\$11,500.00
	Ad-hoc travel to the LSA	\$45,000.00
Subtotal 1		\$317,500.00
Objective 2: Strengthening and harmonization of the representation of staff members and personnel	Training for Staff Council on effective negotiation techniques	\$10,000.00
	Staff Council Retreat	\$10,000.00
	Training programmes and coaching - Curriculum development & e-learning course design	\$20,000.00
	Case management platform revamp and maintenance	\$10,000.00
Subtotal 2		\$50,000.00
Objective 3: Enhancing engagement with the UN common system	UNISERV membership fee	\$2,000.00
	Travel to four meetings of the inter-agency bodies	\$30,000.00
Subtotal 3		\$32,000.00
Objective 4: Making our work place a better place to work	Advisory services in hybrid work model	\$12,000.00
	Design and conduct sludge audit pilot	\$5,000.00
	Behavioral insights for organizational change from a staff perspective	\$8,000.00
	Develop and partake in an adaptive leadership training for the Staff Council	\$15,000.00
	Diversity, Equity & Inclusion Working Group: Speakers and experts to facilitate dialogue and conduct trainings	\$10,000.00
	Training for Staff Council on psychological safety and development of guidance	\$20,000.00
Subtotal 4		\$70,000.00
Subtotal estimated Budget - Objectives		\$469,500.00

Cross-cutting priorities (training included under relevant objectives)

Cross-cutting priorities	Activities	Estimated Budget
Priority: An ACE Strategy (Advocacy, Communications and Engagement)	Website revamp and maintenance	\$24,000.00
	Communication assets - consultancy to design and produce newsletters, social media cards, posters, banners, video and animations, stories, infographics, repositories, and other assets.	\$25,000.00
	Subtotal 3	\$49,000.00
Subtotal estimated Budget - Cross-cutting priorities		\$49,000.00
Office	Audit of finances	\$3,500.00
	Office supplies	\$5,000.00
Subtotal estimated Budget - Office		\$8,500.00
Total Estimated Budget 2023		\$527,000.00