



46th UNDP/UNFPA/UNOPS/UN WOMEN Staff Council

2020 Annual Report

21 January 2021

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I. Introduction

This report is prepared in accordance to Article 8 of the Constitution of the UNDP/UNFPA/UNOPS/UN Women Staff Council. It covers work of the Council as the principle body of the UNDP/UNFPA/UNOPS/UN WOMEN Staff Association from 1st of January to 31st December 2020.

The purpose of the UNDP/UNFPA/UNOPS/UNWOMEN Staff Association is to:

- (a) promote and safeguard the rights, interests and welfare of UNDP/UNFPA/UNOPS/UN Women staff; develop and improve effective staff participation in the decision-making process by maintaining active and open channels of communication with the Administration.*
- (b) promote better understanding between the Administration and the Staff of UNDP, UNFPA, UNOPS and UN WOMEN;*
- (c) promote cooperation and unity among Staff Associations and Unions in the United Nations and UN Specialized Agencies within one Common System on matters governing conditions of services.*
- (d) defend staff and work to improve terms and conditions of employment.”*

(Chapter I, Article 2 of the Constitution)

II. Staff Council Structures

The members of the 46th Staff Council are:

- Abolade Sobola, 2nd Vice Chair (UNFPA Representative)
- Amsale Admassu, General Secretary (UNDP Representative)
- Audrey Hyatt, UNDP Representative
- Devika Parbhu, UNDP Representative
- Fikerte Assefa, UNDP Representative
- Gulzada Bafina, UN Women Representative
- Michele Parasmo, UNFPA Representative
- Rohan Jones, UNOPS Representative
- Sonya Thimmaiah, 1ST Vice Chair (UN Women Representative)
- Sylvia Hordosch, Treasurer (UN Women Representative)
- Urjasi Rudra, UN Women Representative
- Vesna Markovic Dasovic, Chair (UNDP Representative)

Secretariat: Baholy Andrianaivo and Tenagne Getahun

Standing Committees

As per the Constitution, the following standing committees to support the Council should be in place Audit, Polling and Legal Committees. Currently, there are no Standing Committees in place. The term of

the Polling Officers - Deidre Charles-Lucas (UNFPA), Alicia Long (UN WOMEN) and Lourdeth Ferguson (UNFPA) ended on ³¹ December 2020 The Council recognizes the challenges in bringing colleagues on board and is taking actions to improve the situation.

Annual General Meeting

The annual general meeting was held on 22 January 2020 in New York City. The Council presented its 2019 Annual Report along with its financial report. The meeting approved the Council's 2020 annual work plan and budget.

III. Response to COVID-19

2020 was the year of a pandemic that affected personnel in all countries and the UN system as whole in an unrepresented way. The immediate effects of the crisis and the responses are evident, however a long-term crisis responses and recovery approach, including "the new UN work" conversation that has been accelerated by the crisis, remains challenging.

The crisis has brought to the surface some of the challenges in refocusing on immediate needs as well as lack of structure and resources for crisis response and support. The collaboration with the UN Secretariat Staff Union was enhanced during this period, which allowed for timely and coordinated information sharing including the daily situation report for NY HQ personnel. The Council had to accommodate increased work with regards to consultations with personnel and management, and participation in coordination and working groups on various issues. In order to successfully deliver its mandate, the Council adopted its Business Continuity Plan in response to the COVID-19 crisis and revised its Annual Work Plan subsequently. The overall framework for delivery in respect to personnel wellbeing and the Council's 2020 Annual Work Plan remained the same, but the nature of activities changed to increase direct contacts and communication with personnel through town halls, regional groups on Team works and other platforms. Hence, in recognition of the seriousness of the crisis, the Council made efforts to support processes that brought the personnel and management in the agencies closer together in crisis response and recovery. Those actions contributed to reaching the AWP objectives to: i) foster a healthy working environment in which personnel are engaged in decision making processes; ii) maintaining dialogue, and shared accountability between personnel and management;; iii) coordination with the UN Common system .\; and iv) strengthening the Staff Council. The Council addressed individual and group concerns by directly being involved in the adaption of policies, regulations and design and implementation of change management processes during the pandemic.

IV. Fostering a healthy working environment

Local Staff Associations (LSA)/Joint Staff Associations (JSA)

The Council held its first Annual Regional Meeting of Local Staff Associations of Country Offices in the Arab States Region in Cairo, Egypt from 27 to 29 January 2020. About 60 participants attended the meeting, including Local Staff Association representatives from the region, five members of the Staff Council, senior managers (virtual), internal justice mechanisms representatives, OHR and other relevant stakeholders.



The meeting provided the Local Staff Associations and Staff Council with an opportunity to exchange experiences with regard to their mandates to represent and defend personnel, liaise between personnel and management and to advocate for personnel issues through the Federations, including UNISERV. Ninety percent of the participants considered the meeting as a useful opportunity for dialogue among management, Staff Council and LSAs to present their views and explore solutions for prevailing problems. The participants agreed to have regular annual meetings in the future. The participants adopted a joint statement highlighting key priorities for personnel that was shared with the management of the four agencies and concrete actions in addressing some of the priorities have been taken since. The meeting enabled an improved and ongoing day to day collaboration with the LSAs in the region.

The Council provided guidance and advice to the newly organized Geneva Personnel Association that includes UNDP, UNFPA, UNOPS and UN WOMEN personnel. The PSA and the Staff Council developed an ongoing collaboration and were jointly involved in the ongoing change management processes in UNDP and UNOPS in Geneva since.

The Council collaborated closely with the management, Secretariat Staff Union, ESCWA and the LSAs in the Arab region in response to the explosion at the port of Beirut on 4th August 2020, providing support to the colleagues in need. UN agencies staff showed strong solidarity from around the world and contributed to a total of \$84,555.46 for locally recruited colleagues in Beirut within a three week-period.

The Council had planned to hold additional meetings with LSAs in other regions, but no in person meetings could be organized due to COVID-19.

A virtual regional meeting of LSAs in the Europe and Central Asia region took place on 3rd of December 2020. About twenty colleagues participated. UNDP RBEC Director also joined in the opening and colleagues from the Regional Staff Association in the Arab states shared their experiences. The meeting focused on the following topics : i) COVID-19 response; ii) anti-racism response and plan of action; and iii) review of Staff Associations constitution. Additional meetings are being planned for 2021.



The Council has been approached by colleagues and LSAs in the regions regarding support in organizing themselves, dealing with staff concerns and in bringing the country level associations together to discuss regional specific issues. Since the beginning of the COVID-19 crisis the requests for support and sharing experiences have increased the volume of work significantly for the Council. It also brought the LSAs and the Council closer together in planning and responding to the COVID related challenges as well

as day to day activities. There was an extensive collaboration, inter alia, with Afghanistan, Iraq, Ukraine, Panama, Paraguay, Uruguay, Mexico and Jamaica Local staff Associations.

Personnel Outreach

Since mid-March of 2020, the Council increased its outreach to the personnel and organized and supported a significant number of virtual events and sessions for personnel from the different agencies globally and in NYC. This included regular information sharing in NYC, global thematic sessions, town halls, FAQ collation and communication, individual queries, surveys and bi-weekly breakfast meetings for personnel with the Staff Council. A few highlights are mentioned in here, inclusive of joint efforts with the managements of the four agencies, Staff Unions, Staff Council and LSA. Those activities were in some instances initiated based on personnel requests and all were very well attended. The feedback and suggestions provided by the personnel was very positive and useful in communicating their needs to the senior management.

As a result of this work and increased confidence in the Council, positive feedback was received as some colleagues expressed that “they felt that somebody was taking care of them in these difficult times”.

Personnel reflections:

Thank you thank you to our amazing Staff Council for your efforts on top of all your regular work!

I thank the Staff Council for the overall support we have received during these difficult times, and even before COVID hit. I rely only two credible sources of public information for COVID-19 – 1) Governor Cuomo’s briefings and information releases and 2) the regular Staff Council briefings and information emails. Many of my colleagues share my sentiments too – we find that the Staff Council has been an incredible source of comfort and support. Even if you don’t have answers right away, it is deeply comforting to know that you will look for the answers to our questions together with us. I can only imagine how hectic it must be for all of you. I am very grateful for your support and commitment to our welfare

Thank you so much for your great initiative to identify and coordinate activities UN staff can be involved at this difficult time for NYC. Not only related to this initiative, but in general, I am truly impressed with your engagement and level of activity.

Since the beginning of the crisis, the **Staff Council organized several sessions** for personnel, all of which were well attended and, according to the feedback, useful. A dedicated medical presentation by the UN Division of Healthcare Management and Occupational Safety and Health of which organization was attended by over 300 personnel across all agencies. In collaboration with UNFCU, a virtual discussion titled ‘Manage your finances with UNFCU’ was organized on 30 September 2020. The conversation centered around UNFCU solutions for the UN community in the areas of savings and spending accounts, using Digital Banking to manage accounts from home, credit card and loan options and tips and strategy for protecting against fraud. Over 500 participants attended the discussion and the question and answer session addressed concerns from personnel.

In UNDP, the Council co organized with the Bureau for Management Services (BMS) two sessions on Return to office, during the phase 1 and phase 2. Follow up surveys on both phases followed and were shared with the management for improving office conditions. At UN Women, the Staff Council held two virtual Town Hall meetings in 2020 (in two segments to accommodate different time zones) with over 300 personnel to hear the concerns, fears, and frustrations of colleagues during COVID-19. These discussions informed the Council's recommendations to senior management and HR. In August, Staff Reps held a meeting with colleagues in Beirut to hear their concerns and priorities regarding the explosion.

The Council invited UNDP/UNFPA/UNOPS/ UN WOMEN personnel to participate in various **surveys** during COVID 19 crisis. This included the UN Secretariat Staff Union's "NY Pulse Survey on Remote Working since 16 March 2020. The participants shared their experiences in working from home and their sentiments and ideas about the conditions needed to be in place for the return to the office. About 2000 personnel from all agencies in NYC participated. The Pulse survey results provided us as the personnel representatives with very valuable insights to guide action by management of the four agencies, including planning for the return to the office, with a focus on people's safety and a long-term mental health support service.

Staff Council actively participated in about 20 global **Town Halls** in four agencies. During the COVID pandemic, the UNDP management recognized the important role of the Staff Council and LSAs in facilitating dialogue with the personnel and collaborated closely in collecting FAQ, inviting from the Staff Associations to share their experiences. From April to June, in addition to the Staff Council, the LSA from China, Egypt, Lebanon, Turkey, Haiti, Jordan shared their experiences. UN Women staff representatives spoke at all 2020 global Town Hall meetings organized by the Executive Director and used these opportunities to voice staff concerns and recommendations for improving staff well-being, the 2020 priorities, the impact of COVID-19 and related precautions and implications for UN Women. and the daily security and safety measurements. In 2020, Town Halls with UNOPS staff representatives had a dedicated role in discussion on issues of personnel wellbeing. The Staff Council initiated a discussion on making Martin Luther King Day a floating holiday in UNOPS NY. Similarly, staff representatives engaged in dialogue and spoke in the UNFPA Town Halls on the issue of importance to the personnel wellbeing.

Breakfast with the Staff Council was introduced on July 10th, 2020 for personnel in NYC and grew into a global meeting in which personnel shared and exchanged enthusiastically on various topics – from fun to very serious ones – in a safe and informal setting. The number of participants varies from 45 to over 400 in some sessions. A brief pulse survey on level of interest and satisfaction was conducted in November, with very positive response and the Council will continue this activity in 2021.

The Council receives and provides guidance to daily COVID related **individual** questions in collaboration with the relevant services in the organizations – from OHR, security, medical, travel and other units.

The number of this kind of queries increased significantly since the COVID crisis started and the frequent similar questions were included in the agencies FAQ and official management communication (UNDP BMS Director Friday messages, Executive Bulletin, etc.)

The Council is involved in **policy development** in accordance to the agencies' rules and regulations. However, the processes of policy development are not clearly defined in the agencies. This requires additional efforts in improving working arrangements with the management that would allow enough time to gather, analyses and present the inputs, feedback from the staff and personnel. The Council has taken actions to improve collaboration and coordination with LSAs for future policy development work.

In addition to the COVID response, events in the US brought to the surface the issue of **racism** within the UN system. Staff Council Representatives actively participated in the four agencies' anti-racism response working groups. So far, facilitated conversations have taken place in the four agencies, including discussions with UNPAD, UNISERV federation and UNICEF Staff Association on knowledge sharing and potential joint activities. Council members are also actively involved in the SG's Task Force's Working Groups on Addressing Racism and Promoting Dignity for All.

V. Dialogue on shared accountability with management

Regular Exchanges with Senior Management and Human Resources

The Council and the Associations are mandated to liaise between the Administration and the Staff Council (Article 2c of the Constitution) to promote better understanding between the Administration and the Staff of UNDP, UNFPA, UNOPs and UN WOMEN. The Council continued its previously established practice of maintaining dialogue with the management of all four agencies. Since the beginning of the COVID 19 crisis in NYC, the Council members participated in regular weekly Crisis and reintegration groups in their respective agencies.

UN Women Staff Reps were engaged in monthly meetings with Deputy Executive Director as well as monthly meetings with acting Chief of HR, in addition to liaising with section Directors, Change Management and Independent Evaluation and Audit Services. They also met with the Executive Director twice in 2020 (instead of on a quarterly basis) owing to COVID-19 exigencies and disruptions. Throughout most of the year, these meetings focused on the response to COVID-19. The staff representatives participated in the following COVID-related mechanisms which met on a weekly basis: the HQ Reintegration Task Team, which prepared the return to the office, the Working Group on Personnel Well-being; and a think tank on future of work.

What we have is a true partnership and collaboration working towards the same goal – to ensure the well-being of our amazing colleagues across the organization. It has been an incredible year and having your support and cooperation throughout has really been a big factor in whatever we have been able to achieve. We are ever grateful for your commitment

Human Resources, UNWomen

In UNOPS, in addition to a good relationship with NY office, the Council worked closely with the Personnel Association Copenhagen and the management on establishing regular lines of communication with the HQ (Copenhagen) which required trust building, which resulted in an ongoing dialogue and collaboration at all levels.

UNFPA staff representatives participated in regular meetings with the Division of Human Resources, *Security Management* Group, the Deputy Executive Director, and the Inter Divisional Working Group (IDWG)

In UNDP, The Staff and Management Consultative Group (SMCG) is a collaborative consultative body established in accordance with Article 8 of the Staff Rules and Regulations as an advisory body to the Administrator on human resources policies, practices guidelines and general administrative circulars on issues that are affecting staff wellbeing. The SMCG is co-chaired by the Associate Administrator and the Chair of the Staff Council and it meets quarterly. In addition to the SMCG and regular meetings with the OHR , the UNDP staff representatives meet with the Regional bureaux as needed.

Let me share my admiration and appreciation for how the Staff Council has helped UNDP navigate through a challenging year for all. It was not easy for any staff member but the Staff Council's continuous commitment to ensuring that information was regularly made available and updated while working with the whole organisation to keep our attention on staff welfare made a big difference. I also wish to thank the Staff Council for the spirit of cooperation that you brought to engaging with UNDP management in these difficult months. It enabled all of us - with our respective roles and mandates - to make a difference for our teams across the world. Best wishes for the new, and hopefully, brighter year 2021 that lies ahead of us.

UNDP Administrator

Support to Change Management Processes

The Council advocated for the change management processes to be temporarily put on hold since the start of the pandemic in order to eliminate additional stress for the personnel. However, some of the processes still took place and in 2020 the Council was involved in a number of change management processes in four agencies, both in the HQ and in the field where the Council provided support to the LSAs and the personnel. It is critical to reinforce the role of the Staff Council and the Local Staff Associations in representing staff interests and channeling staff concerns to ensure that their voices are communicated and heard in a structured way.

Executive Boards

The Chair of the Staff Council spoke at the virtual Annual Session of the UNDP/UNOPS/UNFPA Executive Board meeting in September 2020. The First Vice-Chair addressed the second regular session of the Executive Board of UN Women on 16 September 2020. The address recognized the significance of joint personnel and management efforts and high delivery despite the crisis and underlined a need for an increased mental health support and measures to be taken to manage growing fear for future amongst

the personnel due to lack of job security. The Member states expressed their interest to the follow up on the key points.

Let me take this opportunity to commend you for a strong and forward-looking speech to the Executive Board. I would have liked an opportunity to thank you in the session for your leadership of the SC and for what we perceive is an invigorated SC with a clear agenda. We look forward to continuing to develop our partnership in the best interest of our people.

Director, People & Change Group | UNOPS

VI. Engagement with the UN Common System and with the Staff Federations

The Council engagement with the UN Common System to better support staff wellbeing is significant. This includes work with the UN Staff Management Committee (SMC) and Staff Federations. The Council contributes significantly to the overall UN system staff wellbeing and work life balance issues during the COVID pandemic conversations and actions. This included work on the profound impacts of the pandemic on the mental health that resulted in the : Staff wellbeing and Work Life balance ---Policy Brief: COVID-19 and the Need for Action on Mental Health 13 MAY 2020.

SMC meets regularly to discuss relevant UN policies and initiatives. UNDP is an associated member of the Committee and the Council benefits from the level of conversation which provide insight into the general direction of UN policies related to conditions of service. It also provides a platform for the Funds and Programmes' perspective on the topics to be shared in a larger UN staff association setting, including gender parity, competency framework, mobility, anti-racism and discrimination and other.

UN Secretariat Staff Union

Close collaboration during COVID-19 has been established as described earlier and the information sharing and jointness in organizing events has been strengthened. It included coordinated daily information sharing for NY personnel as well as the organization of the global and NY events and sessions that covered a large spectrum of issues of relevance to the personnel.

Staff Federations

Staff Council is a member of UNISERV, which has a strong presence in the field (<http://uniserfederation.com>). Two Regular Executive meetings took place in 2020. The leadership of the three Federations (CCISUA, FICSA and UNISERV) took a significant first time ever step to strengthen their collaboration and to act in a coordinated manner to better represent the all UN staff interest and they signed the MoU. A day to day exchange is ongoing is significantly contributing to assuring that the federations are equally informed and involved in addressing the condition of service-related issue in a unified way. The Federations jointly addressed the Secretary-General several times in 2020 aiming to bring to his attention some of the relevant staff wellbeing related issues. The Federations also coordinate joint communication with the personnel.

UNISERV

UNISERV represent staff interests in relevant structures and fora such as CEB Chief Executives Board (CEB) Human Resources Network HRN High-Level Committee on Management (HLCM) Inter-Agency Security Management Network (IASMIN) and the International Civil Service Commission (ICSC).

The Chair participated in the 40th session of the **Human Resources Network** in February 2020. The topics covered the preparation for the ICSC session, which was initially planned for March 2020 and included inter alia contractual framework review, post adjustment, Local Salary Survey methodology review, danger pay, security evacuation allowance, pension remuneration for non-graded positions, performance management and staff engagement, mental health etc.

At the HLCM meeting in October 2020, the “Future UN Work” initiative was presented. Staff representatives were not included in the initial conversation on the topic. Measure have been taken for a follow up to ensure that staff representatives and personnel are included as the stakeholders in the consultations on such an important topic for our future.

UNISERV representatives are members of the **ICSC** working group on the review of the salary survey methodologies for the General Service and other locally recruited categories of staff. The WG met from 3 to 7 February 2020. Unfortunately, due to COVID the subsequent WG meeting had to be postponed until the conditions for a face to face meeting are in place. UNISERV participated in the ICSC meeting in October 2020 and provided inputs to serve best interest of personnel on a large spectrum of topics that were discussed and reported back to the personnel

The Staff Council vice chair represented UNISERV in the Inter Agency Security Management Network (**IASMN**) meetings in January and June 2020 where policy and operational matters related to safety and security of UN personnel globally were discussed.

VII. Strengthening the Staff Council

There is a joint recognition by the Council and LSAs of the need to revise the Association’s Constitution, which governs the Council’s work. Accordingly, the Council has started actions to move forward with this work in 2021.

The Council recognized the need for additional efforts to increase its effectiveness. The Council committed to focus on the developing and implementing necessary procedures, tools and mechanisms; as derived from the Constitution; on its vision and mission, rules, roles, and responsibilities to support transparency and accountability within the Council as well as with management and personnel.

The Council is also in the process of developing a training package for staff representatives that would provide support in strengthening their capacities to perform their task.

Paul Hoffman Staff 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 new Committee of the Fund was established in compliance with the rules of procedures of the Fund. The members of the Committee are:

1. Mr. Riad Meddeb (UNDP) – Chairperson
2. Ms. Rose Sarr (UNFPA) – Vice Chairperson
3. Mr. Emmanuel Hatangimana (UNDP) – Treasurer
4. Mr. Jayesh Guilrajani (UNFPA) – First Secretary
5. Ms. Ana Maria Luey (UNDP) – Second Secretary

UNFPA provided additional support of \$50 000 to the Fund during COVID 19 crisis.

On behalf of the Executive Office, let me thank you and the Staff Council for the role you are playing in the Covid-19 response in particular and we are glad to contribute to the Fund to support staff facing difficult situations.

Executive Office, UNFPA

Exchanges with the other entities (Office of the Ombudsman, Ethics and Legal offices, Audit and Investigation, OSLA and others) mandates and roles in personnel protection has been postponed due to the crisis and will be scheduled in 2021 with a larger audience inclusive of the LSAs. However, The Office of the Ombudsman, UNDP Ethics and UNDP OAI and legal offices presented in the Annual regional meeting in the Arab States and the Ethics office held a virtual presentation for the Staff Council members in June 2020. It is of a great value to those entities to maintain the good relationship and to continue an open dialogue going forward.

Represent and Defend Personnel

The Council is actively involved in supporting personnel in addressing their concerns and grievances with management which include a variety of concerns and issues that sometimes require simple interventions with Human Resource Offices and/or senior management, but often they require representation of an individual, group or larger office interests and protection of rights in negotiation with the management.

In 2020, seventy-four (74) individual cases from all four agencies have been recorded in the Council's case management system and most cases have been successfully supported and closed. The nature and types of case include simple queries about the policies, concrete claims in regard to management and staff relationship, performance management, recruitment, contractual and insurance issue, harassment, abuse of authority. The Council observed that the increase in number of cases is often linked to the restructuring processes.

The Council is fully cognizant of the informal and formal justice mechanisms available and is fully committed to advocating for the improvement and shortening of the timelines for the justice mechanism to deliver solutions. Unfortunately, with processes such as investigations and tribunal cases taking years, which negatively effects the workplace dynamics. This requires hands-on and intensive support from staff representatives.

Communications

The Staff Council website (<https://www.staffcouncil.org/>) is operational. Communication with the external partners and staff and personnel should be improved with an operational web site. This might require hiring a communication specialist to develop a communication strategy. The Council has also established regional LSA's communication platforms

VIII. 2020 Financial Statement and 2021 Annual Work Plan

In 2020 UNDP, UNFPA and UNOPS increased their annual contributions to the Council. UN Women maintained its previous level of contribution. In addition, UN Women and UNDP provided financial support to the organization of the regional LSAs meeting in Cairo f. However, the number of individual dues-paying members went down which requires further action in 2021. To support the Council work, in addition to UNDP release and funding of the chair position and two secretariat staff, UNOPS has released its representative part-time (50%) in June 2020 and UNFPA has released its two representatives (one full-time and one part-time (50%) in September 2020, respectively.

2020 Financial Report

UNDP/UNFPA/UNOPS/UN WOMEN Financial Report 1 January - 31 December 2020

Opening balance on 1 January 2020	\$509,946.84
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Income

UNDP	General operating expenses (GOE)	\$67,083.00
UNFPA	Annual contribution	\$20,000.00
UNOPS	Annual contribution	\$60,000.00
UN Women	Annual contribution	\$20,000.00
UNFCU interest		\$2,127.24
Membership dues		\$20,128.88
UNDP contribution to Regional LSA meeting		\$20,000.00
UN Women contribution to Regional LSA meeting		\$10,047.00
Total		\$219,386.12

Expenditures

Regional LSA meeting		\$66,601.17
Travel (ICSC London, HR Network Geneva)		\$12,747.00
Audit 2019 (Staff Council and Paul Hoffman Fund)		\$3,000.00
Fundraiser in Solidarity with UN Staff in Beirut		\$5,000.00
SurveyMonkey subscription		\$478.38
Audit 2020		\$2,000.00
SC Retreat facilitator (2021)		\$5,000.00
Subtotal		\$94,826.55

Closing balance as of 31 December 2020	\$634,506.41
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Annual Workplan 2021

Objectives	Activities	Estimated Budget
Objective 1: Foster working environment in which personnel are engaged in decision making processes	SC annual general meeting at HQs with 4 agencies	\$500.00
	Regional meeting with LSA/JSA (pending Covid-19 conditions)	\$60,000.00
	Regular meetings with personnel (townhalls)	
	Include personnel in policy development (input, feedback etc.).	
	Monitor staff survey action plans	
Subtotal 1		\$60,500.00
Objective 2: Maintain an ongoing dialogue on shared accountability with Management	Collaboration with regional bureaux and offices/all agencies	
	Monthly meetings with Human Resource Offices	
	Represent and defend personnel	
	Support to change management, recruitment etc. processes	
	Regular exchanges with senior managers	
	SC representation in the Executive Boards	
	Travel (pending Covid-19 conditions)	\$25,000.00
Subtotal 2		\$25,000.00
Objective 3: Support personnel wellbeing through engagement with UN Common System SA & Federations	UNISERV membership fee	\$2,000.00
	CEB involvement: HLCM, HR Network, ICSC, IASMN, SMC	
	FICSA and CSISUA	
	UNICEF Staff Association	
	United Nations Staff Union	
	Travel/Ad Hoc as required (pending Covid-19 conditions)	
	Engagement in UN system wide and agencies specific policy development	\$25,000.00
Subtotal 3		\$27,000.00
Objective 4: Strengthen the Staff Council	SC elections	\$1,500.00
	Exchanges with other entities on roles and responsibilities (Ombudsman, OIOS, Legal, Ethics, ICSC etc.)	
	CRB nominations	
	Review of Staff Council Constitution and guiding principles	\$6,000.00
	Case management	
	Personnel outreach	
	Website design	
	LSA/JSA Directory	
	Knowledge repository (e-library)	
	Development of training package for staff representatives	\$20,000.00
	Annual Staff Council Retreat	\$10,000.00
	Communications and advocacy	\$5,000.00
	Office supplies	\$7,000.00
	Office rent (paid by UNDP)	\$57,000.00
	Staff Salary (paid by UNFPA)	\$360,515.00
	Staff Salary (paid by UNOPS)	\$142,473.00
Staff Salary (paid by UNDP)	\$529,739.00	
Subtotal 4		\$1,139,227.00
Total Estimated Budget		\$1,251,727.00