



Global  
Green Growth  
Institute

**Effective date 1 January 2018**

# Code of Conduct

## Part I. - Purpose and scope of the Code of Conduct

1. The purpose of the Code of Conduct (hereinafter, the “Code”) is to elaborate on the basic principles set out in Article 2 of the Staff Regulations on the duties and obligations of staff members.
2. The foundation of the Code is Article 10.7 of the Establishment Agreement, which provides that “efficiency, competence, merit and integrity shall be the necessary considerations in the recruitment and employment of the staff, taking into account the principle of gender equality.” This fundamental requirement is the basis for the GGGI’s core values: professionalism, integrity and respect for diversity, all of which underpin the specific obligations placed on the staff of the GGGI.
3. The obligations specified in this Code apply to all staff members, including the Director-General. Unless otherwise specified, these obligations also apply to all other personnel performing functions at the request of the GGGI, whether on the basis of a secondment agreement, a consultancy contract or on some other basis. The terms of service of such personnel shall make the Code applicable to them, and they shall be required to acknowledge that they have received a copy of the Code. Staff members and other personnel (for the purposes of this Code, staff and other personnel are herein referred to as “staff”) are accountable to the Director-General for the manner in which they comply with their obligations under the Code of Conduct. The Director-General is accountable to the Council.
4. Staff members must be aware that failure to comply with their obligations under this Code, the Staff Regulations and Rules and any other regulation or other directive issued by the Council or any rules, guidelines, policies, procedures or other instructions issued by the Director – General or other designated official (the “GGGI Legal Framework”). may carry serious consequences, including a negative assessment of their performance and conduct, non-renewal or termination of appointment or contract, and/or disciplinary proceedings which may lead to dismissal or summary dismissal.

## Part II. - Core Values

### Professionalism

5. Staff members shall demonstrate the highest standards of competence and efficiency and shall meet their professional goals and commitments with a view to achieving the purpose and objectives of the GGGI rather than their personal concerns.

## **Integrity**

6. Integrity is a core value to be demonstrated by staff members in all aspects of their professional conduct and personal behavior. Integrity includes honesty, truthfulness, impartiality, reliability, and incorruptibility, as well as the duty to live up to the promise made by staff members in the declaration of office required by Staff Regulation 2.8 to exercise their functions in all loyalty, discretion and conscience. Staff members should be aware that the reputation of the GGGI can be tarnished by their failure to live up to the highest standards of integrity and of the need for them to take prompt and appropriate action to deal with improper behavior in the work place.

## **Respect for diversity**

7. Diversity of the workforce is an invaluable asset to the accomplishment of the GGGI's mission, as it brings together individuals from different backgrounds, cultures, genders and professional experience. Staff members are expected to welcome and respect diversity of persons and points of view, and its potential to enrich the work done by the GGGI.

## **Part III. - Specific obligations**

### **Professional obligations**

8. Throughout their service with the GGGI, staff members shall comply with their obligations under the GGGI Legal Framework.
9. Staff members are subject to the authority of the Director-General including his or her decisions on assignment of any staff member to any of the activities or offices of the GGGI.
10. Staff members shall faithfully and diligently perform all aspects of their official duties in an efficient, competent and professional manner. In the exercise of their functions, they shall not act beyond the scope of their authority. They shall follow directions and instructions properly given by the Director-General and/or their supervisors.
11. Staff members shall not use their office or the knowledge gained from their official functions for private advantage or for the private advantage of any third party.
12. Staff members shall exercise the utmost discretion with regard to all matters of official business. They shall not communicate to any Government, entity, person or other third party any information known to them by reason of their official position that they know or ought to have known has not been made public, except as appropriate in the normal course of their duties or by authorization of the Director-General. These obligations do not cease upon separation from service.
13. Staff members shall respect normal working hours and, whenever necessary in their professional judgment or at the request of a supervisor, they shall work beyond normal working hours.

## Use of the GGGI's property and assets

14. Staff members are responsible for ensuring the appropriate use and protection of the GGGI's property and assets, and for avoiding waste and abuse. Property and assets include financial resources, material assets such as facilities, equipment and supplies, and other resources such as staff time. These resources should be used with care for purposes directly related to official objectives and duties.
15. Careless or improper use of resources, whether it involves abuse of the procurement process, theft of property, false claims for sick leave, false certification of information on the basis of which the GGGI establishes entitlements, or waste of staff time on private business, is incompatible with personal integrity.
16. When using the GGGI's information and communication technology (ICT) resources, staff members shall only use software approved by the responsible official. They may not knowingly or through negligence create false or misleading data; make data available to unauthorized persons; damage, delete, alter or conceal data or attempt to access data on any system without authorization.
17. While limited personal use of the GGGI's ICT resources is permitted within reasonable boundaries, staff members must ensure that this does not result in additional costs to the GGGI, encroach on their work time or prevent them in any way from performing all their official duties. They must refrain from any use that may have a deleterious effect on the integrity or efficiency of the ICT resources and from any use which is in violation with any laws or GGGI's Legal Framework
18. Staff members are reminded that all rights, title, copyright and patent rights, in any work created as part of their official duties with the GGGI are vested in the GGGI and that they may not claim ownership of such rights or benefit from them other than as authorized by the Director-General.

## Relations with work colleagues

19. Staff members must use the authority attached to their official functions with utmost respect for their work colleagues and shall not abuse the authority associated with their position in the GGGI.
20. Every person working for the GGGI has the right to an environment free of discrimination and harassment, including sexual harassment. No staff member shall engage in discrimination, harassment or sexual harassment against an individual or group of individuals on any basis or in any form. For the purposes of the Code, the following definitions shall apply:
  - a) "Discrimination" shall mean any unfair treatment or arbitrary distinction based on a person's race, sex, religion, nationality, ethnic origin, sexual orientation, disability, age, language, social origin or other status. Discrimination may be an isolated event affecting one

person or a group of persons similarly situated, or may manifest itself through harassment or abuse of authority.

- b) "Harassment" shall mean any improper and unwelcome conduct that might reasonably be expected to cause offence or humiliation to another person. Harassment may take the form of words, gestures or actions which tend to annoy, alarm, abuse, demean, intimidate, humiliate or embarrass another or which create an intimidating, hostile or offensive work environment. Harassment normally implies a series of incidents. Legitimate disagreements on work performance do not constitute harassment and are resolved in the context of performance management.
  - c) "Sexual harassment" shall mean any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected to cause offence or humiliation to another, especially when such conduct interferes with work, or is made a condition of employment, or creates an intimidating, hostile or offensive work environment. While typically involving a pattern of behaviour, it can take the form of a single incident. Sexual harassment may occur between persons of the opposite or same sex.
21. Staff members shall not seek to obtain confidential information including personnel files, medical records, and information concerning audits, investigations, appeals and disciplinary actions unless they have been specifically authorized to do so for the performance of their official functions. Should they become aware of such information other than in the context of their official duties, they are prohibited from disseminating it, and should report the fact that confidentiality has been breached to the official responsible to protect the confidentiality of the information that has been disclosed.

#### **Relations with governments and their representatives**

22. Staff members shall serve the interests of the GGGI only and shall not seek or accept instructions from governments or their representatives in regard to the performance of their duties. They shall not lobby or seek support from government representatives or members of governing bodies to obtain advancement, either for themselves or for others, or to block or reverse unfavourable decisions regarding their status or that of others.
23. Staff members shall maintain the best possible relations with governments and avoid any action that might impair these relations. They shall not interfere in the policies or affairs of governments. It is unacceptable for them, either individually or collectively, to criticize or try to discredit a government. At the same time, it is understood that staff members may speak freely in support of the GGGI's policies, and have the right to express their political preferences within the bounds of paragraphs 31 and 32 below.
24. Staff members are not representatives of their countries, nor do they have authority to act as liaison agents between the GGGI and any government. Exceptionally, the Director-General may

request an individual to liaise with a government – a unique role for which international loyalty and integrity are essential.

25. Staff members must immediately report to their supervisors any real or perceived undue pressure exercised by any government or its agents to influence decisions to be made by the Director-General or governing bodies.

### **Relations with the media**

26. Staff members shall not, except in the normal course of their official duties or with the prior approval of the Director-General, communicate with the media on any matters that relate to the purpose, activities or interests of the GGGI. This includes speaking engagements, participation in public events or submission of material for publication, electronically or otherwise.
27. When authorized to speak with the media, staff members must be aware that they speak in the name of the GGGI and must avoid personal preferences and views that may be at variance with those of the GGGI. Under no circumstances should they use the media to further their own interests, air their own grievances, or reveal unauthorized information. No attempt should be made to influence policy decisions under consideration by the GGGI, whether this is done to obtain personal benefit or to further a personal agenda.

### **Relations with the public**

28. Consistent with their duty of loyalty to the GGGI, staff members may not air personal grievances or criticize the GGGI in public. Should they face criticism of their work or of the GGGI, they are expected to respond with tact and restraint, promoting at all times a positive image of the GGGI.
29. While staff members are expected to promote openness and transparency, they must exercise the utmost discretion on all matters of official business. They may not disclose information that has not been made public by the GGGI or to which access is not permitted under applicable policies and rules. This includes information that is known to them because of their work for the GGGI, even when that information is not specifically protected as confidential. These obligations do not cease upon separation from service.

### **Private conduct**

30. The GGGI does not seek to regulate the private personal conduct of its staff, unless it could bring the GGGI into disrepute, or interfere with performance of their official duties. Staff members should be aware that their private conduct may become the object of public scrutiny, and that their relationship with the GGGI carries special constraints as regards their private conduct, especially when such conduct puts into question their personal integrity and by inference the integrity of the GGGI. Accordingly, staff members are expected:
  - a) To refrain from engaging in any form of criminal activity, and to respect local laws and regulations;

- b) To refrain from any misrepresentation of their official functions, title or duties, especially in order to obtain some personal advantage or benefit;
  - c) To refrain from engaging in conduct which is, or may be perceived to be, an abuse of the privileges and immunities that are conferred solely in the interest of the GGGI, and not for the personal benefit of staff;
  - d) To fulfil their private financial obligations.
31. Staff members are free to express their political preferences by exercising their right to vote. They may be members of a political party provided that its prevailing views and the obligations imposed on its members are consistent with their status as staff members of an international organization and their obligations towards the GGGI. They must exercise discretion in their support for a political party or campaign, and may not accept or solicit funds, write articles, or make public speeches, statements or endorsements to the press for this purpose.
32. In view of their status as GGGI staff members, and of the consequent obligation to maintain impartiality and independence from Governments, staff members may not participate in political activities, such as standing for election or holding a political office.
33. Staff members are encouraged to participate in outside professional activities that foster contacts with private and public bodies and thus serve to maintain and enhance their professional and technical competencies, subject to the requirements on outside employment and activities specified in paragraphs 46 to 50 below. They are also encouraged to participate in local community or civic activities, provided such participation does not prejudice the full discharge of their official functions.

### **Conflict of Interest**

34. A “conflict of interest” arises when a staff member or a family member has financial, professional or other interests which could interfere with the proper discharge of the staff member’s professional duties as a GGGI official by creating a situation where the staff member, a family member, or a third party whom the staff member wishes to favor could benefit or be perceived to benefit, directly or indirectly, from decisions taken by the staff member or which the staff member is in a position to influence.
35. In general, and without limitation, a conflict of interest may be deemed to exist in the following situations:
- a) Where a staff member’s financial interest, or the interests of a family member or of a third party with which the staff member or a family member is associated, could affect the conduct of the staff member’s duties and responsibilities with respect to the GGGI or result in a reasonable perception that such a conflict exists;

- b) Where the staff member's action could reasonably be seen to compromise or undermine the trust that the public places in the GGGI; or
  - c) Where the staff member's actions create the perception that the staff member is using his or her position in the GGGI for personal benefit or the benefit of a family member or of a third party with which the staff member is associated.
36. Such conflict of interest situations, or a reasonable perception that a conflict of interest exists, do not necessarily imply corruption, wrongdoing or inappropriate activities. However, they must be identified and managed in a way that ensures observance of the highest standard of ethical conduct by staff members conducting GGGI affairs and builds broad public trust and confidence in the GGGI's decision-making and operations.
37. Conflicts of interest can only be appropriately avoided by clearly placing the interests of the GGGI above other interests. In particular, staff members shall not:
- a) Hold a financial interest in, or be actively associated with the management of, any profit-making business or other entity if it were possible for the staff member, a family member or a third party entity with which the staff member is associated, to benefit from such financial interest or association by reason of the staff member's position with the GGGI;
  - b) Solicit or accept any benefits including economic benefit for themselves, a family member or a third party with which the staff member is associated;
  - c) Assist family members or a third party with which the staff member is associated in their dealings with the GGGI;
  - d) Take advantage or obtain a personal benefit, or allow a family member or a third party with which the staff member is associated to benefit improperly, directly or indirectly, from information obtained in the course of their official duties that is not generally available to the public;
  - e) Directly or indirectly use, or allow the use of, the GGGI's property and any property entrusted to the GGGI, for anything other than officially approved activities;
  - f) Allow their actions and decisions to be influenced by the prospect of employment by a third party for themselves or a family member.
38. Staff members shall disclose to the Director-General, immediately and in writing, any actual or potential conflicts of interest, including those that derive from any family member or third party with which the staff member is associated, and the nature of such conflict, whenever they become aware that a conflict exists or is reasonably likely to occur, or where it is reasonable to



conclude that there is an appearance of a conflict. After review, the Director-General shall decide whether an actual or potential conflict of interest or the appearance thereof, exists.

39. When an actual or potential conflict of interest has been found to exist or to appear to exist, the staff member shall no longer be involved in the matter that has given rise to the conflict unless the Director-General decides that the staff member may continue to be involved under conditions appropriate to safeguard against consequences detrimental to the GGGI resulting from the conflict of interest.
40. Should information come to light indicating that a staff member failed to disclose an actual or potential conflict of interest, the Director-General shall request the staff member to explain the alleged failure to disclose. If, after considering the response and making further investigations as may be warranted, the Director-General determines that the staff member has failed to carry out his or her obligation to disclose the conflict of interest, he or she shall pursue whatever action may be appropriate under the GGGI Legal Framework.
41. Should a conflict of interest situation arise on the part of the Director-General or a staff member holding an Executive position, the provisions of paragraphs 38 to 40 shall be adjusted as follows:
  - a) The Chair of the Council shall decide on appropriate action in the event the Director-General discloses to him or her an actual or potential conflict of interest, or the appearance thereof, and in the event the Chair of the Council is otherwise informed of such a conflict situation that has not been disclosed by the Director-General;
  - b) For staff members holding an Executive position, the Director-General shall inform the Chair of the Council of the situation, whether it was disclosed by the staff member concerned in accordance with paragraph 38, or whether the Director-General became aware of it through other means. The Chair of the Council shall decide whether one or more Council members are to participate in determining (i) whether a conflict of interest situation exists (paragraph 38); (ii) the protective measures to be taken (paragraph 39); and (iii) the action to be taken when the staff member concerned has failed to disclose the situation (paragraph 40).

### **Gifts, honours & remuneration**

42. Staff Regulation 2.5 severely restricts the possibility for staff members to accept any honour, decoration, remuneration, favour or gift of any monetary value because acceptance could create, or be perceived to create, a need for the recipient to reciprocate the favour in manner that could compromise the impartiality and objectivity required of all individuals performing services for the GGGI. Accordingly, during their service with the GGGI, staff members may not accept any honour, decoration, remuneration, or favour from a Government or any other source external to the GGGI, including non-governmental entities, commercial firms or individuals, unless the individual concerned has obtained authorization from the Director-General.

43. Where no real or potential conflict of interest has been found to exist, authorization to accept an honour or token remuneration will normally be granted where such acceptance is not incompatible with the interests of the GGGI and with the individual's status with the GGGI. This will be the case in most cases for acceptance of academic awards, distinctions, and tokens of a commemorative or honorary character, such as scrolls, certificates, trophies or other items of nominal or little monetary value.
44. With respect to gifts, and subject to the exceptions set out herein, staff members are prohibited from accepting gifts under circumstances where it could reasonably be construed that the gift is motivated by the position of the staff member concerned in the GGGI.
45. The following exceptions apply to the general prohibition against acceptance of gifts:
  - a) A staff member may accept unsolicited gifts on behalf of the GGGI when, in his or her judgment, refusal to do so would not be in the interest of GGGI. In such a case, a gift may be accepted on behalf of the GGGI Secretariat and be handed over as soon as possible to an office designated by the Director-General;
  - b) A staff member may accept unsolicited gifts valued at **US\$25** or less, provided that the aggregate value of individual gifts received from any one source does not exceed **US\$200** in a calendar year;
  - c) As part of their official functions, staff members may be expected to attend events such as official meals and receptions. Benefits associated with such attendance, such as food, drink or commemorative souvenirs, shall generally be considered as acceptable without prior authorization from the Director-General.

### Outside Employment and Activities

46. Staff members and other personnel engaged on a full-time basis shall not, without prior authorization from the Director-General, hold an office or engage in occupations, whether remunerated or not, outside their employment duties with the GGGI.
47. The request for authorization must disclose the nature and scope of the proposed activity or employment, whether any honorarium or other compensation will be received and, if so, the amount(s) involved.
48. Authorization shall not be granted when the Director-General finds that the proposed outside employment or activity would be incompatible with the status and/or obligations of the individual concerned, or with the interests or objectives of the GGGI.
49. Staff members and other personnel engaged on a full-time basis may not submit material for publication without obtaining prior authorization from the Director-General, who may subject authorization to specific conditions. Authorization will not be granted when publication would

conflict with the GGGI's interests, or breach the obligation of discretion imposed by Staff Regulation 2.4(d). The obligation of discretion does not cease upon separation from service.

50. Staff members on leave, with or without pay, must bear in mind that while on approved leave they remain subject to the terms of their employment by the GGGI. Accordingly, they may only engage in outside activities during leave, paid or unpaid, after receipt of a written authorization from the Director-General.

### **Staff Declarations**

51. Upon appointment to GGGI and at each new appointment, every staff member must sign and submit a form that includes: (a) the declaration of office under Staff Regulation 2.8; (b) a declaration that they have read, understood and would comply with the Code of Conduct; (c) a disclosure of interests which might reflect unfavorably on GGGI or which might be in actual or apparent conflict, and declaration that they would submit a separate disclosure of interest whenever there is a material change in the information previously submitted; and (d) a declaration of impartiality and confidentiality whenever they are called to participate in committees on procurement, recruitment, or in a similar activity which involves evaluation, selection, or drafting of job descriptions or terms of reference to select a particular candidate or tenderer.
52. Staff members must certify on the form that the declarations and disclosure made are true, correct, and complete to the best of their knowledge and belief, and that they understand that failure to provide true, complete, and accurate information to the best of their knowledge and belief may have serious consequences, including disciplinary action.
53. The staff member's disclosure of interest will be maintained as strictly confidential, except as necessary to allow for review by the Director-General. In the event such review identifies situations in which an actual or potential conflict of interest exists, the Director-General shall take appropriate action in accordance with the provisions of paragraphs 38 to 41 above.

### **Protection for staff members who provide information on possible cases of misconduct**

54. Staff members must respond fully to requests for information from officials authorized by the Director-General to investigate possible misuse of funds, waste and abuse.
55. No retaliatory action or threat of retaliatory action shall be tolerated against those who provide in good faith to the appropriate official information substantiating a conflict of interest or a failure to comply with the Code on the part of other staff members. Engaging in retaliatory action or threatening to do so may itself constitute misconduct.
56. Staff members who believe in good faith that they have been the object or retaliatory action or threat of retaliatory action should immediately report it to the Director-General who shall

determine whether a full investigation is warranted and, if so, shall take appropriate action in light of the results of the investigation.

57. It is important for all concerned to be aware that, when providing information on possible cases of misconduct to authorized officials, protection against retaliation requires them to act in good faith, on the basis of credible information and relevant documentation where available. Unsubstantiated gossip is actively discouraged. Malicious accusations made in bad faith to harm work colleagues are a serious failure to live up to the standard of integrity expected of all staff members and, where established, would lead to disciplinary proceedings against a staff member having engaged in such conduct.

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