



Global Green Growth Institute

Ninth Session of the Assembly and
Thirteenth Session of the Council (Joint Session)
October 12-23, 2020 | E-Consultations
October 28, 2020 | Hybrid Meeting

Update on GGGI Staff Council

About the Staff Council

1. The GGGI Staff Council is a group of nine staff members who have volunteered and been elected by staff to serve as staff representatives for a one-year term. The aims of the Staff Council, according to its constitution, are:
 - a) to promote and safeguard the rights, interests and welfare of its members;
 - b) to foster a sense of common purpose among members in promoting the aims and objectives of the GGGI;
 - c) to provide the views of the staff on issues affecting staff welfare and conditions of work, and seek resolution of issues arising therefrom.
2. The current members of the Staff Council for 2020 are listed at the end of this paper, and are currently well balanced in terms of gender, location (HQ vs country, and also by geographic regions) and position type (international vs national staff).
3. Staff may raise issues at anytime to the Staff Council via a dedicated email address or by contacting one of its members directly. There are also periodic situations where Staff Council will reach out to all staff to seek views on specific matters when needed. Staff views are treated confidentially and anonymized when conveyed to Management. This ensures staff are able to express their views safely and candidly without fear of reprisals.
4. The Staff Council aims to engage constructively, not adversarially, with Management. This means balancing efforts to represent and advocate staff views actively and faithfully, with respect for the prerogative of Management to make final decisions. The Staff Council generally does not serve as advocates for staff in specific individual disputes or conflicts, but does try to identify structural deficiencies in organizational policies/practices causing such conflicts and to take steps to address these.

Key activities in 2020

5. Staff Council has had another active year in 2020. Members have so far met four times during the year on various issues, and also four times with Management on various matters. A brief summary of key activities during the year is described below.

Staff engagement survey and follow up

6. GGGI undertook its annual Staff Engagement Survey in January 2020. In an improvement from last year, the full survey results were made transparently available to all staff, whilst maintaining confidentiality. The Staff Council conducted an analysis of the results and discussed the findings with Management in March 2020, which identified four key themes: professional growth opportunities; improvement to systems; performance management; and carbon footprint. Actions on some matters have subsequently been taken (ex. improved approach to Performance Improvement Plans). Noting that survey scores were uneven across divisions, Management is committed to exploring these with staff and developing divisional plans to address them. Some steps towards this have taken place, but divisional plans have not yet been released as of September. Although we recognize that the overall trend in survey scores has been positive and rising for several consecutive years, the Staff Council wishes to see Management commit more visibly and proactively to acting on its findings in order to avoid the risk of excessive staff fatigue/apathy regarding this important exercise.

Revision of the Staff Rules

7. The Staff Council was invited by Management to provide comments and feedback on two revisions of GGGI's Staff Rules in 2020. In the first revision (finalized in June 2020), the Staff Council provided substantial comments and suggestions on proposed revisions, particularly concerning Performance Improvement Plans (PIPs), probation periods, and the internal appeals process. The Staff Council provided significant input to the proposed PIP process to ensure that it would be clear, fair, objective and evidence-based, and that a wider range of solutions would be considered to address performance issues. The Staff Council also recommended that the probation period for new joiners not be extended from six months to one year. The Staff Council and Management held a face to face meeting to discuss the feedback and in the end, many of the inputs suggested by the Staff Council were accepted. The second revision (finalized in September 2020) was relatively minor and the Staff Council did not have any objections to the proposed changes. The Staff Council appreciates the opportunity to provide inputs and will continue to work constructively with Management on any future revisions of relevant regulations and rules.

Crisis Management Committee for Covid-19

8. Management established a Crisis Management Committee (CMC) in February 2020, to help monitor developments in the COVID-19 situation and propose actions to ensure the wellbeing of staff. At Management's invitation, a representative from the Staff Council was invited to join the Committee, to ensure staff perspectives were represented. The Committee also initiated weekly online calls, open to all staff, which has provided an additional direct line of communication between staff and the Committee. The CMC has been an active mechanism, with members meeting on a weekly basis. From the Staff Council's perspective, these arrangements have provided useful opportunities for staff to raise issues and suggestions, and we have observed decisions being taken in response to these where feasible for GGGI to do so.

UNOPS working group

9. In July 2020, Management decided to establish an internal working group to help advise on the administration of contracts, salary payments and other benefits/entitlements for staff outside of HQ, when GGGI resumes control of these functions from UNOPS in 2021. The Staff Council was invited to join and three members (all based in program countries) subsequently volunteered and are currently participating in the working group.

Mid-year budget reduction measures

10. On June 25, 2020, Management shared with the organization that some core donors had made the decision to reduce or withdraw core funding, due to COVID-19 related circumstances. It was explained that a number of immediate cost reductions would need to be implemented to accommodate the reduced funds for the current year and remain close to maintaining a balanced budget. Proposed measures were listed and shared by Management with all staff in a Memo. Management then invited the Staff Council to discuss the proposed actions.
11. The Staff Council, taking the role of conduit for feedback emailed all staff on July 2, 2020, offering to receive and collate all feedback from staff on the proposed changes. A meeting was then held on July 9, 2020, with Management to discuss the feedback collected and analyzed by the Staff Council.
12. Management listened to the feedback and clarified points where proposed measures had been misinterpreted, misunderstood or where information provided in the Memo was incomplete. The Staff Council was happy with the time taken by Management to listen and engage with the feedback. The proposed measure that received the most comments from staff (24% of comments received) was pay cuts to all international and high-income country staff from August to December, with staff expressing a mix of views both for and against. In response, Management provided additional days of unpaid leave to partially compensate for reductions in salary. Beyond this adjustment, Management otherwise decided not to alter the measures initially proposed, based on feedback received from staff.

Conclusion

13. Although the views of staff and Management naturally do not always align, the Staff Council recognizes and appreciates the efforts by Management to consult with staff on a number of matters during 2020, as evident from the above activities. In addition, we appreciate the continued opportunity for Staff Council (for the 3rd consecutive year) to provide this update to the GGGI Assembly and Council, reflecting a view of the organization from the staff perspective.
14. Annual elections for new Staff Council members are scheduled to be held soon (November-December 2020), and we look forward to working closely and productively

with Management in 2021 for the benefit of staff and GGGI's mission.

15. We welcome any questions or feedback regarding this paper from Members of the Assembly and Council as part of the e-consultations.

GGGI Staff Council 2020

Warin Nitipaisalkul, Manager, Impact & Evaluation (Chair)

Fenella Aouane, Principal Green Finance Specialist, Green Investment Services (Vice-Chair)

Aaron Drayer, Country Representative, Peru (Secretary)

Diana Pineda, Associate, Colombia (Member)

Romain Brillie, Country Representative, Senegal (Member)

Brigitte Nyirambangutse, Senior Officer, Rwanda (Member)

Stephan Gill, Senior Officer, Green Investment Services (Member)

Mariski Nirwan, Senior Officer, Indonesia (Member)

Oyuna Amartuvshin, Senior Country Program Associate, Office of GGPI (Member)