



**Global Green Growth Institute**  
 12<sup>th</sup> Session of the Assembly and  
 16<sup>th</sup> Session of the Council (Joint Session)  
 October 9-20, 2023 | E-Consultations  
 October 26, 2023 | Hybrid Meeting  
 E-Consultations Item #7

### Update from GGGI Staff Council

#### PURPOSE AND ACTION REQUIRED

Members of the Assembly and the Council are invited to:

<input checked="" type="checkbox"/> Take note of the updates from the GGGI Staff Council	<input type="checkbox"/> Provide feedback
<input type="checkbox"/> Endorse	<input type="checkbox"/> Other (please specify)

#### CONTEXT/BACKGROUND

The Staff Council, as representatives of GGGI staff, is invited by Management to provide an update to Members of the Assembly and the Council on its priorities and progress related to issues and concerns of staff well-being.

#### SUMMARY

The GGGI Staff Council (SC) is an elected body that represents GGGI staff on issues related to welfare and wellbeing. SC represents staff through various channels and has productive relations with the Executive Management Team (EMT).

Key priorities for Staff Council in 2023 include:

- Life Work Balance and Workload:* Lack of life work balance has become a shared priority with EMT in 2023. A growing conversation on the topic, partly facilitated by SC, with EMT commitments have led to actions, particularly related to emphasis on flexible work arrangements, a culture that encourages setting of boundaries, project management trainings and wellness training.
- Learning, development, and career mobility:* Ensuring implementation of relevant priority actions in the People Strategy 2023-2025, encouraging equal opportunities in career growth and development path and lobbying for clearer guidance on use of L&D budget.
- Respectful workplace and bullying:* Building on previous years’ work, Staff Council welcomes HR’s efforts to strengthen Respectful Workplace Advisors, and active engagements of the new Ombudsperson.
- Staff benefits and compensation:* SC has monitored EMT’s implementation of recommendations from the Birches national staff salary assessments late 2022, and continues to provide views on that amid staff concerns about inflation and living cost increases.
- Gender and diversity:* Following up from previous years’ work, SC monitors progress on the People Strategy.
- Enhanced internship experience:* With HR, SC has have worked to improve systems for effective internship management to enhance the quality of intern’s experiences in GGGI.
- Domestic violence:* A new topic for SC, recognizing that operations in areas with high prevalence of domestic violence may impact staff wellbeing, which will place limits to some of the solutions proposed for work life balance, e.g. flexible work arrangements. Benchmarking is underway on how peer institutions are dealing with the issue.

### Update from GGGI Staff Council

1. The GGGI Staff Council (SC) consists of nine staff members elected to represent staff interests. SC elections were last held early 2023 and the new members were appointed effective on March 1, 2023. The SC has significant engagement with the Executive Management Team (EMT) during 2023, who have welcomed and encouraged SC contributions. SC has been invited again this year to share its views, as representatives of staff, directly with the Member States at the Assembly and Council meeting. This note is provided to share staff views on recent developments related to measures to promote staff well-being, as well as the priority areas of SC.

#### What are the Staff Council and the Staff Association?

2. The Staff Association comprises all staff members of GGGI, with the exception of the Director General and Assistant Director Generals. The stated goal of the Staff Association, in its constitution, is to “(i) promote and safeguard the rights, interests and welfare of its members; (ii) to foster a sense of common purpose among members in promoting the aims and objectives of the GGGI; and (ii) to provide the views of the staff on issues affecting staff welfare and conditions of work and seek resolution of issues arising therefrom”.
3. The SC “shall be the executive body of the Association and shall seek to achieve a coordinated and cooperative position”. This means the Staff Council is, essentially, a communication and facilitation body advocating for staff interests and welfare. Our mission statement states that we aim “to serve the interests and needs of GGGI staff, ensure favorable working conditions and a sense of common purpose as staff strives to achieve to the organization’s mission and goals. Toward this effort, the Staff Council promotes understanding and cooperation by facilitating communication between Staff and Management, and by serving as an advocate for staff wellbeing.” We aim to not only represent the interests of staff, but of the broader GGGI family, including consultants, secondees, interns and volunteers. SC does not represent individual staff in individual cases but works to identify and represent broader staff interests and concerns.
4. The SC consists of nine members, elected by the Staff Association. Quotas for representation of headquarters and country offices, for women and men, and for national and international staff are in place to promote broad and equitable representation.
5. Staff Council 2023 has representation from all but one region (figure 1). Gender balance has improved since 2022, but there are still more women representatives than men (figure 2).

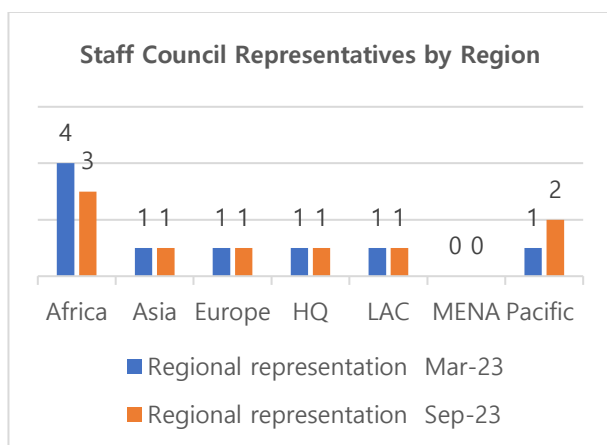


Figure 11. SC representatives by regions

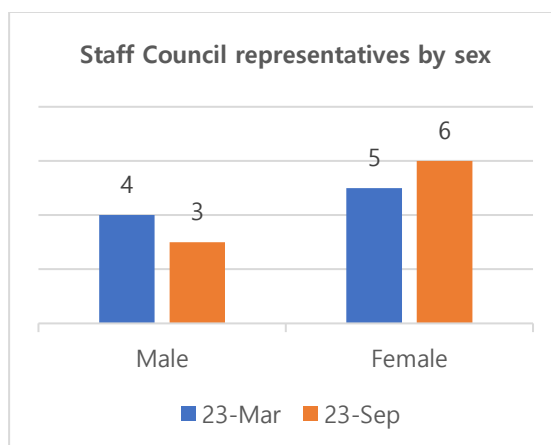


Figure 2. Staff council representatives by sex

6. SC receives its priorities, suggestions, and requests from staff members through dedicated sessions at GGGI events, primarily the All-Staff Meetings (spring & fall), through one-on-one meetings with

staff, all-staff calls, e-mail and via GGGI's internal IT platforms, social networking service and the GGGI Staff Engagement Survey. At the start of 2023, Staff Council set up a Mural to invite staff to discuss Work-Life Balance as a priority area for SC.

**Priority Areas for Staff Council in 2023**

7. Since taking office earlier in 2023, the SC has engaged regularly with the EMT and other relevant teams on a wide range of issues related to staff well-being. While SC itself has no distinct decision-making power on staff issues, it engages with EMT by drawing attention to issues of concern to staff and providing suggestions for improvement.
8. The EMT has shown a strong commitment to engage with the SC on issues brought forward, and this dialogue has led to positive outcomes. Without providing a complete overview, these are some of the more important areas of attention and progress over the past year:

*Work life balance and workload*

9. In 2023 SC has been successful in contributing to raised awareness of the issue of work life balance and workload and supporting initiatives aimed at bringing about improvements in the area. We have seen a great increase in the extent that the issue is being discussed, and it is now commonly mentioned in diverse forums. The issue is named as one of EMT's top priorities for the year, is tied to multiple GGGI initiatives, and is no longer a taboo topic for discussion within the organization. In early 2023 during the All-Staff meeting and following on the Engagement Survey results, SC launched a Mural on work-life balance and workload that received over 400 contributions from staff. SC performed a detailed analysis of the mural results which has served as an important input to the engagement survey action plan and led directly to the Project Management training that has been launched and is underway for over 100 staff. SC has reviewed and provided inputs to the Engagement Survey Action Plan, and the People Strategy from a work life balance perspective, and has provided recommendations to HR and EMT on actions to improve the work life balance and workload issues that have been identified. This year SC has also continued to raise awareness of the various resources available to staff (EAP, Respectful Workplace Advisors, Ombudsperson, etc.) through its presentations at semiannual staff meetings.
10. While raising awareness of this issue and engaging in discussions is a great achievement for our organization, SC notes that continued action is critical to maintaining our upward trajectory in providing an industry-leading working environment for our staff. SC would like to commend MT for their attention to this important issue and stands by to contribute to further discussions and actions to ensure all GGGI staff experience have access to appropriate work life balance and reasonable workloads.

*Learning and development and career mobility*

11. The 2023 Staff Engagement Survey results showed a score of 67 for the "Learning and Development" area, which is a 1-point reduction from the previous survey, and 9 points lower compared to the benchmark score. In addition, the score for a question related to career development was 20 points below the benchmark score. These scores indicate that learning and development and career mobility are key issues of concern for staff. SC recognizes that GGGI's People Strategy 2023-2025 (published in January 2023) includes priorities related to learning and development and career mobility, including for national staff. SC continues to monitor implementation of relevant short-term priorities (e.g., the development of a learning and development policy, the ease of learning and development funds usage by leveraging whereby possible group trainings, knowledge sharing sessions and the accelerated use of Special Assignments or junior professional program), and has maintained communication with both the EMT and HR in relation to this issue.

12. Regional initiatives have been encouraged to sustain growth of workforce, support talent career development path, recognize and celebrate staff excellence and knowledge sharing sessions.
13. SC has sought greater clarity from HR regarding the learning and development budget available to staff, and lobbied for clearer guidance for use of this budget. The issue of the learning and development budgets was also discussed with staff during the SC update sessions at the Fall All-Staff meeting.

*Staff compensation and benefits*

14. A priority of the SC has been to follow the process and implementation of recommendations from staff remuneration. In 2023, SC has followed up with EMT on the adoption and implementation of the recommendations from the national salary assessment completed by Birches late 2022.
15. Overall, the conclusion of the first national salary assessment and decision to apply the same principles across all three categories of staff – international, national – Korea, and national was welcomed. However, the results of the national staff survey itself revealed many challenges and differences in terms of market positioning within and amongst countries.
16. Further, SC has found that findings and responses to date have not adequately addressed ongoing staff concerns about inflation and rising living costs. The timing of the survey came before major increases in living costs and in many instances prior to salary adjustments amongst our peer organizations. The combination of rising living costs and various challenges staff experience with banking, insurance (no vision coverage, inconsistencies in coverage for traditional medicine between countries, etc.) and other benefits, contribute to continued concerns amongst many of the staff around compensation and benefits. SC will continue to raise staff concerns related to these issues.

*Gender and Diversity*

17. SC has welcomed the HR data dashboard which includes gender disaggregated data. SC shares EMT's concern about the gender imbalance seen across grade levels in GGGI with male staff being overrepresented in X8 grade and above, while female staff are overrepresented in lower grades. SC monitors progress on implementation of the GGGI Gender and Social Inclusion Action Plan 2023-2024, which was developed with SC inputs and adopted by EMT in 2022.
18. SC has welcomed the gender and diversity disaggregation of Staff Engagement Results and has found through analysis that the main lines appear between country offices and HQ, and between male and female staff at HQ and think GGGI can still work more through the Staff Engagement Action Plan to address these differences. SC welcomes ongoing efforts to create safe space for staff sharing of experiences, and particularly note the actions within GGPI to encourage discussions.

*Enhanced internship experience*

19. Recognizing the large number of interns within GGGI and their contribution to the organization, SC sought formal feedback for the first time in 2023 from HQ-based interns. The feedback related to the GGGI intern experience (from onboarding through to exit) and identified several areas for potential improvement.
20. With HR, a management framework has been articulated and piloted, which includes KPIs articulated for interns in the Saba online performance management system, and performance indicators on intern management added to intern supervisors. The pilot has also emphasized communication on what is expected for internship management in terms of quality of experience and respectful workplace that takes into account the power dynamics of relations between interns and supervisors/staff.

*Staff Engagement Survey 2023*

21. The SC has provided input to the prepared Action Plans developed from the Staff Engagement Survey and actively pursue update on its implementation. SC also advocates for greater visibility of results and supports communication on the Action Plan implementation overall.
22. SC and EMT also jointly held a Q&A session for staff during the Fall All Staff meeting in August, where SC received 57 questions from staff, which were curated and addressed to EMT in an online session. EMT also published its written responses.
23. More generally, a regular dialogue takes place between SC and the EMT (3 or 4 times per year) on a wide range of issues. SC welcomes the openness and commitment of EMT to consult and engage with SC, and we experience the dialogue to be sincere and productive although opinions may differ.

**Priorities ahead***Domestic violence*

24. Domestic violence rates in regions such as the Pacific are alarming and can impact staff's productivity, integrity and well-being overall. Hence, SC is doing initial research and a benchmark to understand what other international organizations are doing internally to support their staff and consultants on the matter and will aim to at least raise awareness, understand potential ways to address it, and invite a discussion on how to cope with the issue where and when its most relevant.
25. Looking ahead, there are a number of issues that the Staff Council sees as priorities in working together with Management. These predominantly reflect consultations held with Staff at all-staff meetings, and through other forms of communication. Some of the key issues the Staff Council aims to focus on in the rest of 2023 include (but are not limited to):
  - Continue to monitor implementation of priority actions identified in People Strategy 2023-2025.
  - Support further enhancement of the number of short-term rotation opportunities, special assignment or junior program officer positions to enhance career mobility for junior and national staff.
  - Enhance identification of talent through regional talent events to grow seeds and provide dedicated coaching support or leadership training to further develop valuable skill sets.
  - Domestic violence rates in regions such as the Pacific are alarming and can impact staff's productivity, integrity and well-being overall. Hence, SC is doing initial research and a benchmark to understand what other international organizations are doing internally to support their staff and consultants on the matter and will aim to at least raise awareness, understand potential ways to address it, and invite a discussion on how to cope with the issue where and when its most relevant.
26. SC wishes to thank the Extended Management Team of GGGI and Members of the Assembly and the Council for their continued support to GGGI staff on issues of welfare and wellbeing.

Ingvild Solvang, Director, Head of Climate Action and Inclusive Development (Chair)  
Annaka Peterson, Country Representative, GGGI Mongolia, Asia Region (Vice-Chair)  
Mark Hopkins, Associate, Carbon Pricing, HQ (Secretary)  
Kristin Deason, Caribbean Representative, LAC Region (Member)  
Olola Vieyra, Country Representative, GGGI Cote d'Ivoire, Africa Region (Member)  
Yassia Savadogo, Senior Operations Associate, Africa Region (Member)  
Miguel Londono, LECRD Program Manager, Pacific Region (Member)  
Mariah Kizza, Associate Finance and Administration, Africa Region (Member)  
Jennifer Shirley Nila, Associate Finance and Administration, Pacific Region (Member)

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