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## EMPOWERING OUR PEOPLE

A people-centered approach to lead organizational change

At GGGI, we believe that our people are our biggest strength.

Our approach and policies are people-centered in order to make GGGI a nimble organization and a great place to work.

We're supporting everyone in realizing their full potential by:

- Putting upskilling, conflict resolution, health and wellbeing at the center of our culture.
- Nurturing an environment of social connection, diversity and inclusion.
- Investing in the technology, tools, systems and performance management.

We're committed to embracing our **VALUES**



## Our people

As part of its organizational transformation, GGGI aims to create an agile, mobile, and responsive workforce which maximizes knowledge and experience sharing across divisions, departments, programs and countries and builds synergies across our program portfolio.

To attract and retain the right talents, strategic staffing exercises were conducted to identify future gaps in skills set against operational plans. Throughout this strategic planning period, we rationalized internal and external recruitments, empowered managers, consolidated and redeployed staff to amplify our capabilities to achieve cost-effective allocation of in-house expertise across and within divisions.

Today, staff at GGGI have an appropriate mix of skills and experience to meet the demands of the organization and at the same time, ensure that we retain the flexibility to address changing priorities and demands over time.

We also now have greater in-house and country team capacity, with a number of people with particular expertise for instance in green project management, finance, energy, sustainable landscape, green cities, water and sanitation. We support projects with existing staff but in the absence of in-house capacity, we rely on expert consultants. These experts are carefully chosen based on a rigorous procurement process and retained on a long-term basis to ensure continuity and commitment.

Having in-country presence with a client-oriented workforce is a key determining factor in effective engagement of country stakeholders. As a result, the number of staff posted in country teams gradually increased over the years. More positions were established and filled in country operations. Several staff originally based at the headquarters have been permanently transferred to the country offices. We currently have staff embedded in our government ministries of Finance, Environment, Agriculture, Water and Sanitation, Ministry of Urbanism, Housing and Public Hygiene, to name a few.

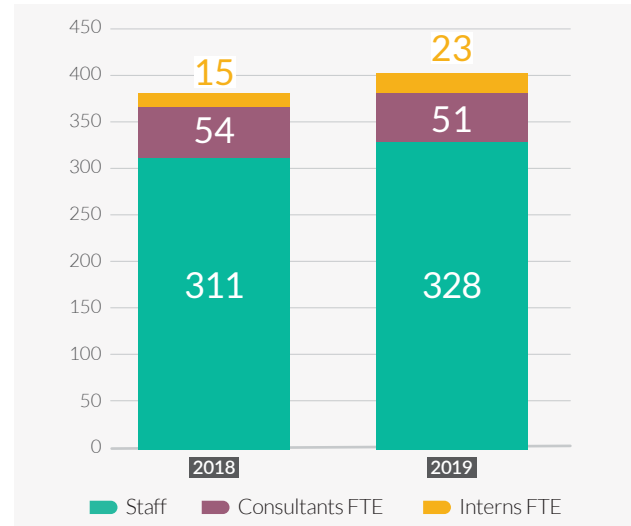
## Developing capability for performance

At GGGI, we are investing in our people so that they have the right skills and are supported by a healthy workplace culture that is inclusive and collaborative. Many talent management initiatives took place in 2019 to attract, grow and retain our people.

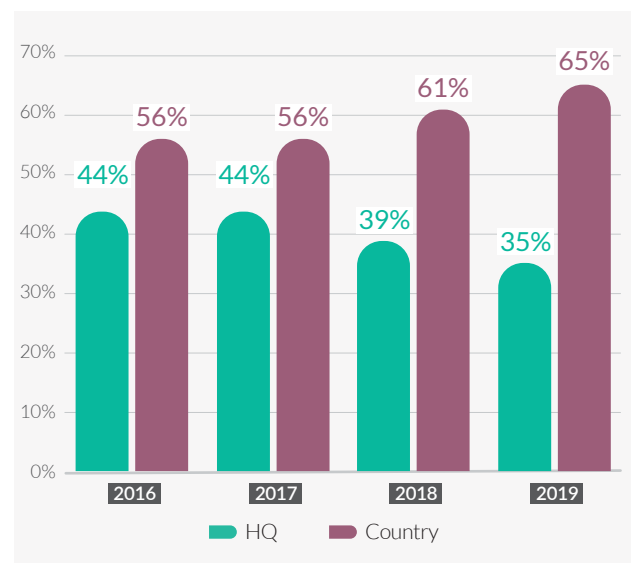
GGGI benefits from an *increasingly diverse* and young global workforce dynamic. For this reason, greater emphasis was placed on staff development to upgrade existing capacity and provide staff members with the opportunity to learn and grow.

The approach to developing the knowledge, *skills* or experience of our people demanded that we first understand the gap between what they are able to do and what you want them to be able to do in the future. In order to do so, an

## Number of Staff, Consultant FTE and Intern FTE



## Hq vs Countries



## Number of Nationalities and average age - all resources

	2016	2017	2018	2019
Nationalities	63	68	71	74
Average Age	42	40	38	36

organization-wide training needs analysis was carried out in consultation with all stakeholders, including individual staff via surveys. This led to a new learning and development program for implementation in 2020 that takes into account the needs of individuals and teams coupled by incentives such as rewards for completing a project management certification.

A comprehensive talent management approach was also introduced starting with a revamped onboarding process, the introduction of HR dashboard with Microsoft Power Business Intelligence and a number of new learning and development programs centered around emerging leadership and mentoring, including GGGI’s first leadership program, a global mentoring program and monthly webinars for training and continuous professional development for all staff.

Social connection – online and offline – is highly valued at GGGI. Our people are supported by a healthy workplace culture that is inclusive and collaborative with a strong flexible working policy for all and initiatives for health & wellbeing sessions, as well as, regular staff social activities throughout the year. We’ve also installed new technology such as SharePoint, along with Yammer and other internal tools to ensure cost effective connectivity and collaboration among staff members, creating virtual knowledge communities and effective communication system in the organization.

We have also created a more favorable organizational mobility environment whereby we upscaled the international staff rotation scheme and provided opportunities for short and long-term special assignments for both national and international staff at the headquarters and across countries of operations. We’ve also created pathways for career advancement for national staff in Korea and in country offices.

In terms of gender balance, we are committed to social responsibility principles in ensuring workforce diversity and gender balance. While efforts are required to recruit more women at the senior level, GGGI has maintained a gender balance across the organization and the data does not show a gender salary gap.

	2016	2017	2018	2019
<b>Men</b>	54%	51%	52%	52%
<b>Women</b>	46%	49%	48%	48%

### Staff engagement

Overall, the 2019 results are very positive with a strong participation from staff (over 75%) and 83% of all employees stated that they are proud to work for GGGI. The overall favorable engagement score has steadily increased from 48% in the 2016 survey to 63% in the 2019 survey - a very significant 15% increase. There has also been steady improvement over the last three years in the organization’s confidence and managers, collaboration & communication, and work & life balance. The results were widely shared with all staff and the Staff Council, and the Management Team organized wide consultations with the Heads of Unit and the Staff Council to help with the development of an action by targeted focus areas, and follow-up on action plans.

### Employee relations

Maintaining healthy employee relations at GGGI is considered important. We believe that staff members should feel positive about their identity, their job as well as about being a part of a great organization.

In our day-to-day modus operandi, staff are well-informed of organization policies, procedures and decisions through internal communication channels. We strive to provide compensation and benefits paid fairly based on talents, skills and competencies. Staff are also rewarded and appreciated for the well-done job or for achieving/over-meeting their targets. Further, performance management at GGGI has been strengthened. Managers and staff have now a software solution that allows for giving and receiving feedback year-round. The 360-degree feedback has been reintroduced and now covers all managers as part of the annual performance review.

Conflict resolution is also at the core of our concerns. Since 2018, we have improved our informal and formal conflict resolution mechanisms to foster a healthy and safe work environment with a gender, division and geographically balanced network of Global Respectful Workplace Advisors. A new Ombudsman was hired to help staff, support the Global Respectful Workplace Advisors and produce regular reports on systemic issues causing conflict in the workplace. The staff rules were revised to strengthen informal conflict resolution and to establish appeals mechanisms based on international standards, with the possibility for staff to appeal administrative decisions before the International Labour Organization Administrative Tribunal (ILOAT) since 30 October 2019. Mid-year, GGGI joined the Ethics Network for Multilateral Organizations (ENMO) as a standing member and established a focal point for ethics in the HR department to advise staff on code of conduct related issues.

### Staff Council

The GGGI Staff Council is a group of nine (9) staff elected by peers. Their main role is to represent and advocate the views of staff on matters related to working conditions and welfare to Management. During 2019, the Staff Council worked constructively with Management and other units on a range of matters, to help identify relevant issues and, where possible, contribute to changes in organizational policies and practices. Key activities included:

- Surveying the implications of Host Country Agreement status for country operations and staff and recommending actions to mitigate identified risks.
- Providing recommendations on the use of 360 feedback in GGGI’s staff performance management systems.
- Facilitating communication between Management and staff on key decisions regarding GGGI’s budget for 2020.
- Providing feedback and suggestions on other topics including onboarding, learning and development, gender and diversity, performance improvement and the annual GGGI staff engagement survey.

Country Offices - Latin America & the Caribbean	Government Ministries/Offices
Caribbean	OECS Commission Secretariat
Colombia	National Planning Department Ministry of Environment and Sustainable Development FINAGRO IDEAM Ministry of Mines and Energy Ministry of Finance Ministry of Agriculture and Rural Development
Mexico	Secretariat of Environment and Natural Resources Secretariat of Foreign Affairs Secretariat of Finance and Public Credit
Peru	Ministry of Environment Ministry of Economy and Finance Ministry of Foreign Affairs

Country Offices - Pacific	Government Ministries/Offices
Fiji	Ministry of Economy Regional Pacific NDC Hub at the Pacific Community (SPC)
Kiribati	Ministry of Environment, Lands and Agricultural Development (MELAD)
Papua New Guinea	Climate Change and Development Authority (CCDA) Provincial offices – Enga province, Milne province, New Ireland
Tonga	the Ministry of Meteorology, Energy, Information, Disaster Management, Climate Change and Communications (MEIDECC)
Vanuatu	Department of Energy, Ministry of Climate Change Adaptation, Meteorology, Geo-Hazards, Energy, Environment and Disaster Management Department of Water Resources, in the Ministry of Lands and Mineral Resources

Country Offices - Asia	Government Ministries/Offices
Cambodia	Ministry of Environment Ministry of Interior Phnom Penh Capital Administrative
Indonesia	Ministry of Development Planning (Bappenas) Ministry of Environment and Forestry Ministry of Finance Ministry of Energy and Mineral Resources Coordinating Ministry of Economic Affairs Bappeda (Agency for Regional Development) Central Kalimantan Bappeda (Agency for Regional Development) East Kalimantan PT Sarana Multi Infrastruktur (PT SMI)
Lao PDR	Ministry of Planning and Investment (MPI) Ministry of Natural Resources and Environment (MONRE) Ministry of Public Works and Transport (MPWT) City of Vientiane 1 office in Pakse, Champasak Province in Department of Public Works and Transport
Mongolia	Energy Regulatory Commission
Myanmar	Environmental Conservation Department, MONREC
Nepal	Ministry of Forests and Environment
Philippines	Department of Trade and Industry Provincial Government of Oriental Mindoro
Sri Lanka	Ministry of Environment and Wildlife Resources
Thailand	Office of Natural Resources and Environmental Policy and Planning (ONEP) Ministry of Natural Resources and Environment.
Viet Nam	Ministry of Planning and Investment

Country Offices - Africa & the Middle East	Government Ministries/Offices
<b>Burkina Faso</b>	Ministry of Environment Green Economy and Climate Change Ministry of Urbanism and Housing Ministry of Agriculture & Hydraulic Infrastructures Ministry of Energy Ministry of Trade, Industry & Handicraft Ministry of Water & Sanitation Prime Minister's Office
<b>Côte d'Ivoire</b>	Ministry of Environment and Sustainable Development Ministry of Economy and Finance
<b>Ethiopia</b>	Environment, Forest and Climate Change Commission (EFCCC) Ministry of Finance (MoF) Ministry of Agriculture (MoA) the Ministry of Water Irrigation and Electricity (MoWIE) Ministry of Industry (MOI) Industrial Parks Development Corporation of Ethiopia (IPDC)
<b>Hungary</b>	Ministry of Innovation and Technology
<b>Jordan</b>	Ministry of Environment Ministry of Planning and International Cooperation Cities and Villages Development Bank
<b>UAE</b>	Ministry Of Climate Change and Environment
<b>Morocco</b>	The Secretary of State for Sustainable Development
<b>Mozambique</b>	Ministry of Land and Environment (MITA) Ministry of Finance (MEF) Ministry of Natural Resources and Energy (MIREME)
<b>Rwanda</b>	Ministry of Infrastructure (MININFRA) Ministry of Environment (MoE) Ministry of Local Government (MINALOC) Ministry of Finance and Economic Planning (MINECOFIN) Rwanda Social Security Board (RSSB) Ministry of Lands and Forestry (MINILAF) Ministry of Agriculture and Animal Resources (MINAGRI)
<b>Senegal</b>	Ministry of Environment and Sustainable Development Ministry of Water and Sanitation Ministry of Urbanism, Housing and Public Hygiene Ministry of Energy
<b>Uganda</b>	Ministry of Finance, Planning and Economic Development, Ministry of Lands, Housing and Urban Development Ministry of Energy and Mineral Development, Ministry of Water and Environment, National Planning Authority Kampala Capital City Authority Ministry of Local Government: Uganda Free Zones Authority Uganda Investment Authority Ministry of Trade Cooperatives and Industry National Environment Management Authority Uganda Development Bank Lts Makerere University

