



Global Green Growth Institute

The Council

Written Procedure

November 17, 2016

**Decision on Revised Grade and Salary Scales
in the Context of the Grade Realignment Project**

The Council,

Recalling Article 10.7 of the Agreement on the Establishment of the Global Green Growth Institute, providing that the Director-General shall appoint the staff of the Institute in accordance with Staff Regulations approved by the Council;

Recalling Article 3 of the Staff Regulations [C/3/DC/3 and C/3/6 Annex 1] approved by the Council at its Third Session on June 8-9, 2013, providing for the classification of positions and staff in three categories - Executive, Professional and General Service;

Recalling Regulation 4.1(a) of the Staff Regulations, stating that the salary scales of GGGI staff shall be established as follows:

- i. For staff members in the Executive category: by reference to comparable private and public sector employers, as determined by the Council;
- ii. For staff members in the Professional category: by reference to the salary ranges used by the organizations of the United Nations common system for comparable positions; and
- iii. For staff members in the General Service category at each duty station: by reference to the local salary survey for that duty station issued by the International Civil Service Commission for the organizations of the United Nations common system;

Recalling Article 4.1(b) of the Staff Regulations, providing that the salary scales for staff in the Executive and Professional categories shall be set out in Annex I to the [Staff] Regulations;

Recalling (i) Annex 1 to the Staff Regulations and (ii) Council Decision on the Salary Scale Review [C/WRP/DC/11] adopted through written procedure on December 23, 2014, approving revised grade and salary scales for Executive Staff and Professional Staff;

Recalling Article 4.1(c) of the Staff Regulations, providing that the salary scales for staff in the General Service category shall be established and revised from time to time by the

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Director-General for each duty station, taking into account data provided in the local salary survey issued by the International Civil Service Commission for the duty station concerned;

Recalling Annex 1 to the Staff Rules effective January 1, 2015, providing the grade and salary scales for staff in the General/Junior Program Personnel category;

Taking note of the Minutes of the Fourth Session of the Council [C/5/DC/1], where: (a) the Institute presented a room paper on GGGI's staff grading system and the difficulties presented by the current system, and proposed alternative structures, including movement to a unified grade structure similar to that in place at other international organizations; and (b) the unified grade structure option was endorsed by the Council for implementation;

Taking note of the Summary of the Eighth Session of the Council and Fourth Session of the Assembly [A/WRP/DC/6-C/WRP/DC/22] adopted through written procedure on January 12, 2016, and the update on the implementation of the unified grade structure provided, which informed this Council that GGGI had initiated a Grade Re-alignment Project earlier in 2015 to implement a unified grade structure designed to harmonize and rationalize the grading patterns applied thus far;

Further taking note of the Draft Summary of the Ninth Session of the Council and Fifth Session of the Assembly [A/2016/DC/5-C/2016/DC/11] to be adopted through written procedure, and the update provided by the Institute that informed the Council that the development and definition of the unified grade structure framework and individual alignment to the new grade structure had recently been completed with the support of an external consultant and approval from the Director-General and the salary scale alignment to the newly defined grade structure was near completion;

Taking into account that the Institute anticipates comprehensive revisions to the Staff Regulations and the Staff Rules to more fully reflect (a) the Grade Re-alignment Project, (b) the UNOPS individual contractor arrangement in country offices discussed during the Seventh Session of the Council on July 23-24, 2015 [C/WRP/DC/18] and the Eight Session on November 18-19, 2015 [A/WRP/DC/6-C/WRP/DC/22], and (c) evolving human resource practices of international organizations, improved performance and reward system and lessons learned by the Institute, and the proposed revisions to the Staff Regulation will be presented to the Council for approval in accordance with established practice and procedures; and

Further taking into account the Explanatory Note attached as Annex 1,

1. *Approves* a unified grading structure for all staff, other than staff in the Executive category, and *agrees* to eliminate the distinction between Professional and General Service categories;
2. *Approves* the grade and salary scales for GGGI staff attached as Annex 2 hereto, and Annex 1 to the Staff Regulations is hereby amended and restated in its entirety to read as set out in Annex 2; and
3. *Agrees* to delegate to the Director-General the authority to establish the grade and salary scales for national positions in new country offices, in accordance with the principles set forth in the Explanatory Note and Staff Regulations 4.1(a)(iii) and

4.1(c), subject to the reporting of such new grade and salary scales to the Management and Program Sub-Committee at its next session.

Explanatory Note

Background

1.1 The Grade Realignment Project has involved extensive consultation and discussions with staff at various levels. GGGI Management understands that this is a change management process that will require enhanced communication and outreach in order to address staff concerns and mitigate negative impact on staff morale, and is committed to continuing with a clear and transparent transition process.

1.2 The revised grade and salary scales for GGGI staff, other than staff in the Executive category whose grade and salary scales have not changed, are the outcome of a comprehensive process undertaken with the support of the Birches Group, an external consulting firm well known in the human resources field, with the lead consultant, Gary McGillicuddy, having extensive experience in designing classification and compensation systems including that of the United Nations and several international organizations.

1.3 The development and definition of the grade structure framework, the definition of the new grades, the realignment of positions to the newly defined grades, the establishment of a salary structure aligned to the re-graded positions and the mapping of staff to the realigned positions have been cleared by the management team and approved by the Director-General.

1.4 In order to operationalize the new grade and salary structure, Staff Regulations 3.2 and 4.1, and Annex 1 to the Staff Regulations, need to be revised to allow for the unified grading structure framework and to provide for the new grade and salary structure. Operationalization (i.e. advertising of new positions and advising existing staff of their realigned positions and corresponding grades) of the unified grading structure is anticipated to commence in October 2016, subject to Council approval of the unified grading principal and the revised Annex 1, and be fully implemented as of January 1, 2017.

1.5 The major changes introduced are summarized below.

Staff Categories and Grades

1.5.1 With reference to Staff Regulation 3.2:

- a. GGGI will have a unified grading system for international positions and national positions starting from grade X1 through X13, and an Executive grade comprised of the Assistant Director-Generals, the Deputy Director-General, and the Director-General.
- b. Each grade in the framework will be defined based on the following three factors:
 - Purpose – focusing on the substantive role of the job;
 - Engagement – focusing on the communication aspects of work both internally and externally; and
 - Delivery – focusing on the processes and business cycles which need to be successfully managed to meet the service and program objectives.

- c. The classification of all positions in GGGI will be based on the job evaluation framework designed by GGGI in consultation with the Birches Group.
- d. Job titling will be standardized for each grade.

Base Salary Scales

1.5.2 With reference to Staff Regulation 4.1, GGGI will have the following salary scales:

- a. **X1[Country Name] – X11[Country Name] – A national salary scale for positions in each duty station outside HQ** taking into account data provided in the local salary survey issued by the International Civil Service Commission for the duty station concerned, as per Staff Regulation 4.1(c).
- b. **X1[HQ] - X7[HQ] – A salary scale for HQ positions** that has been derived from the existing G1-G3 Seoul salary scale, as per Staff Regulation 4.1(a) and Annex 1 to the Staff Rules.
- c. **X8[INTL] - X13[INTL] – A salary scale for positions across GGGI categorized as international (HQ and other duty stations)** that has been derived from the existing C1-C5 salary scale, as per Staff Regulation 4.1(b) and Annex 1 to Staff Regulation.
- d. **Executive Salary Scale** – No change. As per Staff regulation 4.1(b) and the existing Annex 1 to the Staff Regulations, which existing scales will be reflected in the new Annex 1 attached as Annex 2 to this Decision.

1.5.3 If and when a fully benchmarked (total package of salary and benefits) structure is implemented, the salary scales for HQ national positions and international positions, whether in HQ or in another duty station, may be revisited. The Institute will keep the Council informed of developments in relation to any benchmarking exercise and will seek the Council's approval for any proposed changes to salary scales that might result from such exercise.

1.5.4 The net financial impact as a result of grade realignment implementation is additional USD20,000 (Twenty Thousand Dollars Only) on the Work Program Budget 2017-2018.

Effective Date

1.6 The new grades and salary structure will be effective as of January 1, 2017; however, operationalization (i.e. advertising for new position and advising existing staff of their realigned positions and corresponding grades) of the realigned grades and salary structure will begin upon approval of the revised grade and salary structure by the Council.

Grade and Salary Scales effective January 1, 2017

Note: Annex 2, which replaces and supersedes in its entirety Annex 1 to the Staff Regulations adopted through written procedure on December 23, 2014, provides a list of grade and salary scales for international positions and national positions locally applicable in 26 countries, effective January 1, 2017. There has been no change made to annual base salary and bonus of Executive positions.

1. Grade and salary scale for Executive positions
2. Grade and Salary scale for International positions
3. Grade and Salary scale for national positions in Cambodia
4. Grade and Salary scale for national positions in China
5. Grade and Salary scale for national positions in Colombia
6. Grade and Salary scale for national positions in Ethiopia
7. Grade and Salary scale for national positions in Fiji
8. Grade and Salary scale for national positions in India
9. Grade and Salary scale for national positions in Indonesia
10. Grade and Salary scale for national positions in Jordan
11. Grade and Salary scale for national positions in Kiribati
12. Grade and Salary scale for national positions in the Republic of Korea
13. Grade and Salary scale for national positions in the Lao People's Democratic Republic
14. Grade and Salary scale for national positions in Mexico
15. Grade and Salary scale for national positions in Mongolia
16. Grade and Salary scale for national positions in Morocco
17. Grade and Salary scale for national positions in Myanmar
18. Grade and Salary scale for national positions in Nepal
19. Grade and Salary scale for national positions in Peru
20. Grade and Salary scale for national positions in the Philippines
21. Grade and Salary scale for national positions in Rwanda
22. Grade and Salary scale for national positions in Senegal
23. Grade and Salary scale for national positions in Thailand
24. Grade and Salary scale for national positions in the United Arab Emirates
25. Grade and Salary scale for national positions in Uganda
26. Grade and Salary scale for national positions in the United Kingdom
27. Grade and Salary scale for national positions in Vanuatu
28. Grade and Salary scale for national positions in Vietnam

ANNEX 1 TO STAFF REGULATIONS

| GGGI ANNUAL BASE SALARY SCALE FOR EXECUTIVES | |
|---|-------------------------------------|
| CURRENCY | USD |
| GGGI GRADE | Annual Base Salary and Bonus |
| Director-General | Up to 286,110 and up to 10% bonus |
| Deputy Director-General | Up to 220,560 and up to 10% bonus |
| Assistant Director-General | Up to 210,160 and up to 10% bonus |
| | |

| GGGI ANNUAL BASE SALARY SCALE FOR INTERNATIONAL POSITIONS | | | |
|--|--------------|------------|----------------|
| CURRENCY | USD | | |
| GGGI GRADE | Entry | Mid | Maximum |
| X13 | 150000 | 171550 | 193100 |
| X12 | 121000 | 143000 | 165000 |
| X11 | 100000 | 122500 | 145000 |
| X10 | 81000 | 103000 | 125000 |
| X9 | 64000 | 82000 | 100000 |
| X8 | 52000 | 66500 | 81000 |
| Benchmarked to Current C1-C5 scales | | | |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|-----------------|----------------|
| Country Name | | CAMBODIA | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 52003 | 61489 | 70974 |
| X10 | 44455 | 52327 | 60199 |
| X9 | 38031 | 44768 | 51505 |
| X8 | 32645 | 38334 | 44023 |
| X7 | 28939 | 34433 | 39926 |
| X6 | 21757 | 25933 | 30108 |
| X5 | 16477 | 19567 | 22657 |
| X4 | 12531 | 14827 | 17123 |
| X3 | 9946 | 11767 | 13588 |
| X2 | 7890 | 9341 | 10791 |
| X1 | 6264 | 7412 | 8560 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Oct-14 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|--------------|----------------|
| Country Name | | CHINA | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 124134 | 163434 | 202734 |
| X10 | 105100 | 138690 | 172280 |
| X9 | 79260 | 105098 | 130937 |
| X8 | 59385 | 79260 | 99135 |
| X7 | 53143 | 68937 | 84731 |
| X6 | 40287 | 51941 | 63594 |
| X5 | 32225 | 41324 | 50423 |
| X4 | 26690 | 34141 | 41593 |
| X3 | 22468 | 28722 | 34976 |
| X2 | 18894 | 24192 | 29489 |
| X1 | 16013 | 20427 | 24841 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Apr-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|-----------------|----------------|
| Country Name | | COLOMBIA | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 98407 | 126951 | 155495 |
| X10 | 77855 | 100690 | 123525 |
| X9 | 57458 | 74628 | 91798 |
| X8 | 41775 | 54588 | 67402 |
| X7 | 32121 | 42032 | 51944 |
| X6 | 26036 | 33913 | 41791 |
| X5 | 21527 | 27879 | 34232 |
| X4 | 17835 | 23046 | 28256 |
| X3 | 14759 | 19033 | 23307 |
| X2 | 12195 | 15757 | 19318 |
| X1 | 10155 | 13074 | 15993 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | May-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|-----------------|----------------|
| Country Name | | ETHIOPIA | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 29558 | 37787 | 46016 |
| X10 | 25339 | 32329 | 39318 |
| X9 | 21694 | 27725 | 33756 |
| X8 | 19130 | 24445 | 29760 |
| X7 | 19060 | 25806 | 32551 |
| X6 | 16583 | 22368 | 28152 |
| X5 | 14285 | 19212 | 24138 |
| X4 | 11432 | 15284 | 19136 |
| X3 | 9063 | 12137 | 15211 |
| X2 | 7081 | 9480 | 11878 |
| X1 | 5494 | 7346 | 9198 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jan-16 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|-------------|----------------|
| Country Name | | FIJI | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 72685 | 81474 | 90263 |
| X10 | 61799 | 69380 | 76961 |
| X9 | 48079 | 53910 | 59741 |
| X8 | 35830 | 40077 | 44324 |
| X7 | 24869 | 29170 | 33471 |
| X6 | 20756 | 24367 | 27979 |
| X5 | 17171 | 20166 | 23161 |
| X4 | 14191 | 16585 | 18980 |
| X3 | 11630 | 13570 | 15510 |
| X2 | 9536 | 11120 | 12705 |
| X1 | 7815 | 9115 | 10414 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jul-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|--------------|----------------|
| Country Name | | INDIA | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 66964 | 85289 | 103614 |
| X10 | 46665 | 59601 | 72536 |
| X9 | 32858 | 41599 | 50340 |
| X8 | 23383 | 29468 | 35552 |
| X7 | 21760 | 28057 | 34354 |
| X6 | 16323 | 21063 | 25803 |
| X5 | 12368 | 15848 | 19329 |
| X4 | 9581 | 12242 | 14904 |
| X3 | 7820 | 9993 | 12165 |
| X2 | 6740 | 8613 | 10485 |
| X1 | 5862 | 7490 | 9119 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jul-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|------------------|----------------|
| Country Name | | INDONESIA | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 69655 | 92781 | 115908 |
| X10 | 55024 | 73680 | 92336 |
| X9 | 40873 | 54675 | 68477 |
| X8 | 30059 | 39826 | 49592 |
| X7 | 26282 | 33987 | 41691 |
| X6 | 19394 | 25021 | 30649 |
| X5 | 14362 | 18499 | 22636 |
| X4 | 10717 | 13695 | 16672 |
| X3 | 8004 | 10227 | 12451 |
| X2 | 6013 | 7683 | 9353 |
| X1 | 4518 | 5773 | 7028 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jun-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|---------------|----------------|
| Country Name | | JORDAN | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 80962 | 106278 | 131594 |
| X10 | 62759 | 82856 | 102952 |
| X9 | 49085 | 64649 | 80213 |
| X8 | 39762 | 52111 | 64461 |
| X7 | 33817 | 44769 | 55721 |
| X6 | 27287 | 36055 | 44823 |
| X5 | 22190 | 29283 | 36376 |
| X4 | 18248 | 24069 | 29890 |
| X3 | 15099 | 19811 | 24524 |
| X2 | 12506 | 16346 | 20187 |
| X1 | 10437 | 13612 | 16787 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jun-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|-----------------|----------------|
| Country Name | | KIRIBATI | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 25576 | 30409 | 35241 |
| X10 | 21157 | 25188 | 29219 |
| X9 | 17511 | 20849 | 24187 |
| X8 | 15777 | 19403 | 23029 |
| X7 | 14592 | 17298 | 20003 |
| X6 | 12931 | 15818 | 18706 |
| X5 | 10513 | 12849 | 15185 |
| X4 | 8478 | 10363 | 12249 |
| X3 | 6783 | 8293 | 9802 |
| X2 | 5424 | 6632 | 7840 |
| X1 | 4341 | 5307 | 6273 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jul-10 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|--------------------------|----------------|
| Country Name | | REPUBLIC OF KOREA | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X7 | 55000 | 68000 | 81000 |
| X6 | 45000 | 60000 | 75000 |
| X5 | 34000 | 44500 | 55000 |
| X4 | 28000 | 36000 | 44000 |
| X3 | 24000 | 27000 | 30000 |
| X2 | 22000 | 24000 | 26000 |
| X1 | 20600 | 22300 | 24000 |
| Based on the current GGGI G1-G3 Scales | | | |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|------------|----------------|
| Country Name LAO DEMOCRATIC PEOPLE’S REPUBLIC | | | |
| CURRENCY USD | | | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 43338 | 56445 | 69551 |
| X10 | 32608 | 42181 | 51754 |
| X9 | 24843 | 32031 | 39219 |
| X8 | 20349 | 26291 | 32232 |
| X7 | 16395 | 19945 | 23494 |
| X6 | 13441 | 16274 | 19107 |
| X5 | 11484 | 13910 | 16336 |
| X4 | 9820 | 11888 | 13956 |
| X3 | 8391 | 10163 | 11935 |
| X2 | 7232 | 8763 | 10294 |
| X1 | 6696 | 8110 | 9523 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Mar-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|---------------|--|
| Country Name | | MEXICO | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 91793 | 116471 | 141150 |
| X10 | 79138 | 100597 | 122056 |
| X9 | 65043 | 82916 | 100789 |
| X8 | 51021 | 65327 | 79633 |
| X7 | 38860 | 48631 | 58402 |
| X6 | 30962 | 38525 | 46087 |
| X5 | 25176 | 31221 | 37267 |
| X4 | 20500 | 25348 | 30196 |
| X3 | 17729 | 21921 | 26113 |
| X2 | 15319 | 18964 | 22609 |
| X1 | 13282 | 16422 | 19562 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | X1-X7-OCT 2015 X8-X11- OCT 2014 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|-----------------|----------------|
| Country Name | | MONGOLIA | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 35860 | 43285 | 50711 |
| X10 | 33741 | 40733 | 47724 |
| X9 | 31797 | 38349 | 44901 |
| X8 | 29371 | 35385 | 41399 |
| X7 | 24053 | 28906 | 33758 |
| X6 | 21366 | 25697 | 30029 |
| X5 | 18148 | 21852 | 25557 |
| X4 | 15339 | 18423 | 21507 |
| X3 | 12888 | 15403 | 17919 |
| X2 | 10834 | 12939 | 15043 |
| X1 | 8322 | 9939 | 11557 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jan-16 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|----------------|----------------|
| Country Name | | MOROCCO | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 111006 | 142927 | 174848 |
| X10 | 85355 | 110294 | 135232 |
| X9 | 65316 | 84799 | 104282 |
| X8 | 51485 | 67186 | 82888 |
| X7 | 35234 | 44036 | 52837 |
| X6 | 28696 | 35763 | 42830 |
| X5 | 23360 | 29023 | 34686 |
| X4 | 18986 | 23625 | 28264 |
| X3 | 15366 | 19089 | 22811 |
| X2 | 12493 | 15435 | 18378 |
| X1 | 10157 | 12527 | 14897 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Feb-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|----------------|----------------|
| Country Name | | MYANMAR | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 35581 | 45878 | 56174 |
| X10 | 32864 | 42344 | 51823 |
| X9 | 28190 | 36245 | 44300 |
| X8 | 23732 | 30488 | 37244 |
| X7 | 21174 | 26870 | 32566 |
| X6 | 18523 | 23480 | 28436 |
| X5 | 16247 | 20537 | 24826 |
| X4 | 14252 | 17952 | 21652 |
| X3 | 12288 | 15436 | 18584 |
| X2 | 10416 | 13083 | 15749 |
| X1 | 8675 | 10905 | 13135 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Oct-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|--------------|----------------|
| Country Name | | NEPAL | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 38328 | 51696 | 65064 |
| X10 | 31134 | 41668 | 52203 |
| X9 | 25358 | 33853 | 42348 |
| X8 | 19614 | 26132 | 32651 |
| X7 | 15842 | 21304 | 26767 |
| X6 | 13093 | 17529 | 21965 |
| X5 | 10820 | 14409 | 17997 |
| X4 | 9017 | 11993 | 14968 |
| X3 | 7577 | 10078 | 12578 |
| X2 | 6367 | 8469 | 10570 |
| X1 | 5396 | 7177 | 8958 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jul-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|-------------|--|
| Country Name | | PERU | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 100529 | 127527 | 154524 |
| X10 | 89992 | 114300 | 138608 |
| X9 | 78983 | 100489 | 121995 |
| X8 | 67321 | 85864 | 104408 |
| X7 | 56812 | 71368 | 85924 |
| X6 | 43052 | 54190 | 65329 |
| X5 | 35367 | 44308 | 53249 |
| X4 | 29082 | 36283 | 43483 |
| X3 | 24100 | 29991 | 35883 |
| X2 | 19947 | 24782 | 29617 |
| X1 | 17084 | 21252 | 25420 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | X1-X7-APR 2015 X8-X11- NOV 2013 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|--------------------|----------------|
| Country Name | | PHILIPPINES | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 65832 | 89983 | 114134 |
| X10 | 46133 | 63193 | 80253 |
| X9 | 33145 | 44968 | 56790 |
| X8 | 24880 | 33602 | 42324 |
| X7 | 18423 | 24881 | 31338 |
| X6 | 15740 | 21193 | 26647 |
| X5 | 13453 | 18045 | 22637 |
| X4 | 11401 | 15220 | 19039 |
| X3 | 9581 | 12774 | 15968 |
| X2 | 8017 | 10690 | 13362 |
| X1 | 6709 | 8945 | 11182 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jul-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|---------------|----------------|
| Country Name | | RWANDA | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 84227 | 106207 | 128188 |
| X10 | 60701 | 77005 | 93308 |
| X9 | 44005 | 55706 | 67407 |
| X8 | 34185 | 43009 | 51832 |
| X7 | 28153 | 34559 | 40965 |
| X6 | 23317 | 28573 | 33829 |
| X5 | 19099 | 23443 | 27788 |
| X4 | 15619 | 19106 | 22593 |
| X3 | 12300 | 14953 | 17607 |
| X2 | 9599 | 11685 | 13771 |
| X1 | 7489 | 9127 | 10764 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Aug-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|----------------|----------------|
| Country Name | | SENEGAL | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 75967 | 98793 | 121618 |
| X10 | 57988 | 75827 | 93665 |
| X9 | 44453 | 58135 | 71817 |
| X8 | 34225 | 44478 | 54732 |
| X7 | 29860 | 38654 | 47448 |
| X6 | 23907 | 30869 | 37832 |
| X5 | 19270 | 24877 | 30483 |
| X4 | 15710 | 20261 | 24812 |
| X3 | 12983 | 16673 | 20363 |
| X2 | 10730 | 13714 | 16698 |
| X1 | 8868 | 11328 | 13787 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jun-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|-----------------|----------------|
| Country Name | | THAILAND | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 81708 | 112723 | 143738 |
| X10 | 64659 | 89671 | 114682 |
| X9 | 51040 | 71145 | 91251 |
| X8 | 40700 | 56528 | 72356 |
| X7 | 36686 | 51759 | 66832 |
| X6 | 30372 | 42502 | 54633 |
| X5 | 25157 | 35093 | 45029 |
| X4 | 20812 | 28970 | 37128 |
| X3 | 16523 | 22992 | 29461 |
| X2 | 13219 | 18301 | 23384 |
| X1 | 10575 | 14550 | 18524 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jan-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|-----------------------------|----------------|
| Country Name | | UNITED ARAB EMIRATES | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | | 0 | |
| X10 | 190128 | 228503 | 266877 |
| X9 | 164384 | 197753 | 231122 |
| X8 | 142001 | 171016 | 200031 |
| X7 | 108665 | 131200 | 153735 |
| X6 | 93549 | 113143 | 132738 |
| X5 | 80404 | 97444 | 114484 |
| X4 | 68973 | 83792 | 98610 |
| X3 | 59087 | 71946 | 84804 |
| X2 | 51029 | 61915 | 72801 |
| X1 | 44022 | 53192 | 62361 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Jul-10 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|---------------|----------------|
| Country Name | | UGANDA | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 78460 | 101863 | 125267 |
| X10 | 56622 | 73955 | 91288 |
| X9 | 40945 | 53534 | 66123 |
| X8 | 32325 | 42032 | 51739 |
| X7 | 21297 | 27480 | 33663 |
| X6 | 16874 | 21792 | 26709 |
| X5 | 13461 | 17332 | 21204 |
| X4 | 11034 | 14132 | 17230 |
| X3 | 9047 | 11558 | 14069 |
| X2 | 7537 | 9632 | 11728 |
| X1 | 6280 | 8025 | 9771 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Aug-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|-----------------------|----------------|
| Country Name | | UNITED KINGDOM | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | | 0 | |
| X10 | | 0 | |
| X9 | | 0 | |
| X8 | | 0 | |
| X7 | 59766 | 72886 | 86005 |
| X6 | 52713 | 64451 | 76188 |
| X5 | 46643 | 57016 | 67389 |
| X4 | 41407 | 50455 | 59504 |
| X3 | 36730 | 44628 | 52525 |
| X2 | 32584 | 39533 | 46482 |
| X1 | 28996 | 35169 | 41342 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | May-15 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|--------------|----------------|----------------|
| Country Name | | VANUATU | |
| CURRENCY | | USD | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | | 0 | |
| X10 | 84659 | 101767 | 118876 |
| X9 | 60948 | 72230 | 83513 |
| X8 | 45825 | 54308 | 62792 |
| X7 | 41945 | 52204 | 62463 |
| X6 | 31060 | 38403 | 45745 |
| X5 | 23141 | 28493 | 33844 |
| X4 | 17188 | 21197 | 25206 |
| X3 | 12993 | 15941 | 18889 |
| X2 | 9843 | 12030 | 14218 |
| X1 | 7457 | 9114 | 10771 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Nov-13 |

| GGGI ANNUAL BASE SALARY SCALE FOR NATIONAL POSITIONS | | | |
|---|----------------|------------|----------------|
| Country Name | VIETNAM | | |
| CURRENCY | USD | | |
| GGGI GRADE | Entry | Mid | Maximum |
| X11 | 77042 | 102796 | 128549 |
| X10 | 57754 | 77484 | 97214 |
| X9 | 44901 | 59956 | 75010 |
| X8 | 36186 | 47947 | 59707 |
| X7 | 26277 | 33108 | 39939 |
| X6 | 20990 | 26497 | 32003 |
| X5 | 17025 | 21428 | 25831 |
| X4 | 14070 | 17618 | 21165 |
| X3 | 11726 | 14658 | 17590 |
| X2 | 9772 | 12216 | 14660 |
| X1 | 8143 | 10180 | 12217 |
| Benchmarked to ICSC scale (Gross) of the Country effective | | | Oct-15 |