

# Can GGGI Weather the COVID-19 Storm and Support its Members in Greening Recovery?

DG Progress Report to MPSC

April 2020



# Executive Summary



GGGI, like all its Members, has been significantly affected by the COVID-19 pandemic with all its country offices now working remotely and consultation with government partners slowing down in many cases. While GGGI continued to work largely as usual during the first quarter of 2020, delays in programming are likely to show during the second quarter. Like many others, GGGI is developing plans to support its Members by introducing Green COVID-19 Recovery Packages – but we are also aware that the socio-economic crisis linked to the health crisis may negatively affect the organization and its work.

The GGGI Management Team believes that the organization was well prepared for the pandemic, both through efforts taken to put in place online systems that support decentralized, remote working, business processes that make the organization more agile and flexible, and through successful resource mobilization that have increased GGGI's projected 2020 revenues 83% over 2017 (Pre-COVID-19). The financial results over 2019 show a \$1.2M surplus after two years of planned, but very large, deficits.

GGGI supports its Members through developing green plans and policies and will work with 20+ countries to formulate more solid and ambitious Nationally Determined Contributions (NDCs) in 2020. GGGI has also mobilized green and climate finance commitments for green investment projects for its Members with a cumulative value of \$1.6 Bn through 2019. Strong strategic partnerships have been developed, not least with the Green Climate Fund, the NDC Partnership, and P4G.

In the uncertain world shaped by COVID-19, GGGI is in a strong position to accelerate the green transition for its 36 Members and implement its Strategy 2030 that targets to double GGGI funding to \$110M/annum, and mobilize \$16Bn for its Members and that would result in 1.6 gigaton of CO2 emissions reductions, 2 million green jobs, sustainable services to 300 million people in green cities, protection of half a million hectares of natural capital, and increased climate resilience for 8 million people. The planning for GGGI's Strategy 2030 implementation has started with the development of the Roadmap 2021-2025 that translates our 5 programmatic Global Operational Priorities into 10 Programmatic Solutions. Greening COVID 19 Recovery Packages is integrated into the Work Program & Budget 2021-2022 planning directions.

The key challenges GGGI faces in 2020 can be summarized as:

1. Responding effectively to the COVID-19 challenges, by overcoming the limitations posed by remote working and constraints to travel, supporting member countries effectively to Green COVID-19 Recovery Packages, and being prepared for an adverse funding climate as governments reallocate resources to deal with the COVID-crisis.
2. Working closely with the governments of the UK, Norway and the Republic of Korea on their decisions to continue core funding for GGGI and the evaluations of GGGI's work associated with those decisions.
3. Putting a strong focus on effective delivery for impact: that is, project implementation, staff time management, progress monitoring and donor reporting for a rapidly growing portfolio of earmarked projects.



# Introduction



On October 1, 2016 I took up my term as Director-General of GGGI, and I am now in the middle of the fourth and final year of my appointment. This is a good moment to reflect on where we stand as an organization.

Of course, we are affected by the COVID-19 pandemic like everyone else. On February 23, 2020 we cancelled travels for all of our in-country staff who were planning to attend the Annual Meeting in Seoul and gave staff at HQ the option to work from home or remotely. On March 8, 2020 we cancelled all mission-related travels and asked all offices to start preparation to work remotely. In the second and third week of March, all GGGI's country offices shifted to remote working conditions, following the instructions of our host governments. We are now focused on ensuring our staff stay safe and healthy, but also to ensure our work proceeds with as little impact on our programming as possible. While some delays are unavoidable, we see essentially all country programs proceed as planned. We have also begun to prepare for Greening COVID-19 Recovery Packages, to help accelerate the green transition and climate action. GGGI's initial response to the COVID-19 pandemic is outlined [here](#).

GGGI's investment in redesigning its business processes and moving them online, together with the development and implementation of a suite of online business tools – the iGROW project in 2018 and 2019 – is now paying off. Not only have our management processes decentralized to a large extent to the country offices through the use of online tools, information has also become much more transparent and accessible throughout the organization through tools such as relationship management (CRM), project management (GGGI Online) and Enterprise Resource

Planning (ERP) systems; and the cycle time for decision-making has also been reduced for a typical DG decision, down from as much as 6 weeks to several days on average. Together with an investment in video-conference equipment in all country offices, GGGI's pandemic preparedness was high and our primary challenge currently is a slow-down in the processes of our government partners. GGGI's Annual Meeting, programmed for the first week of March, was quickly and effectively reorganized as a virtual meeting, with country programs presenting their progress and plans via video and active online discussions in chatrooms.

Of course, the COVID-19 pandemic is introducing a new risk and the major economic disruption caused by the lockdowns is also likely to affect GGGI through the ripples this will cause in ways that are difficult to foresee but that we should prepare for as best we can.

This progress report reviews the development of GGGI in recent years, with emphasis on the period since the last session of the GGGI Council and Assembly in November 2019.



## Strategic Direction: Implementing Strategy 2030

[Strategy 2030](#) approved by GGGI's Council in 2019, builds on the organization's unique value proposition, its niche in the landscape. We believe GGGI's three main assets will continue to be:

1. in-country presence, embedded in governments, in 30 countries as of the end of 2019;
2. strength in green growth policy and planning, now particularly applied to Climate Action, through NDCs, LEDs, MRVs and Article 6 related projects; combined with
3. Green Investment Services to increase the access to green and climate finance of our member countries to accelerate the green transformation.

Strategy 2030 defines 8 Global Operational Priorities and lays out scenarios for the organization's growth and development, doubling its budget to \$110M per annum and increasing the country operations to 50 countries, in order to mobilize \$16 billion in green and climate finance. If successful, this is expected to result in 1.6 gigaton of CO<sub>2</sub> emissions reductions, 2 million green jobs, sustainable services to 300 million people in green cities, protection of half a million hectares of natural capital, and increased climate resilience for 8 million people.

During the first three months of 2020, the GGGI Management Team has now developed a [Roadmap 2025](#) that details how GGGI will initiate the implementation of Strategy 2030 and that will also serve as key guidance for the preparation of the first biennial Work program and Budget under the new strategy, i.e. for the period 2021-22.

## Roadmap 2025: Programmatic solutions

Possibly the most significant change in Strategy 2030 is that GGGI has moved away from 4 very broad thematic areas to more specific programmatic solutions. Roadmap 2025 translates the 5 programmatic Global Operational Priorities from Strategy 2030 into 10 programmatic solutions (Figure 1). Of these, the first two, related to Green Investment and Climate Action, will be common to all country programs. That is to say, all country programs are expected to be involved in the green growth planning work that we capture under the Climate Action solution, and likewise all will work on green investment solutions to mobilize green and climate finance. All country programs will also be involved in ways to accelerate progress on poverty eradication and gender equality, the 5th Global Operational priority, which is a cross-cutting issue.

Not all country programs will be engaged, however, in all 8 other programmatic solutions. Some country programs are focusing on energy efficiency, for example, while others work primarily on avoided deforestation. In the Roadmap to 2025, and in the WPB 2021-2022, we aim to lay out the strategic choices of each of our country programs and how GGGI's programmatic solutions will scale up across our Members. Of course, these choices need to be derived from priorities expressed by our Members through consultation and will be expected to be confirmed in country business plans for 2021-22 and country planning frameworks with a 5-year time horizon.

The second key element of the Roadmap 2025 is that it translates the organization-wide development scenarios into more country specific scenarios for country programs and offices that will be in different stages of development. It also begins to lay out a resource mobilization strategy to achieve the growth scenario expressed in Strategy 2030.

# Work Program and Budget 2021-22



The primary purpose of the WPB 2021-22 is to get GGGI's Council endorsement on the Management's proposals on the implementation of Strategy 2030 in its first two years, specifically:

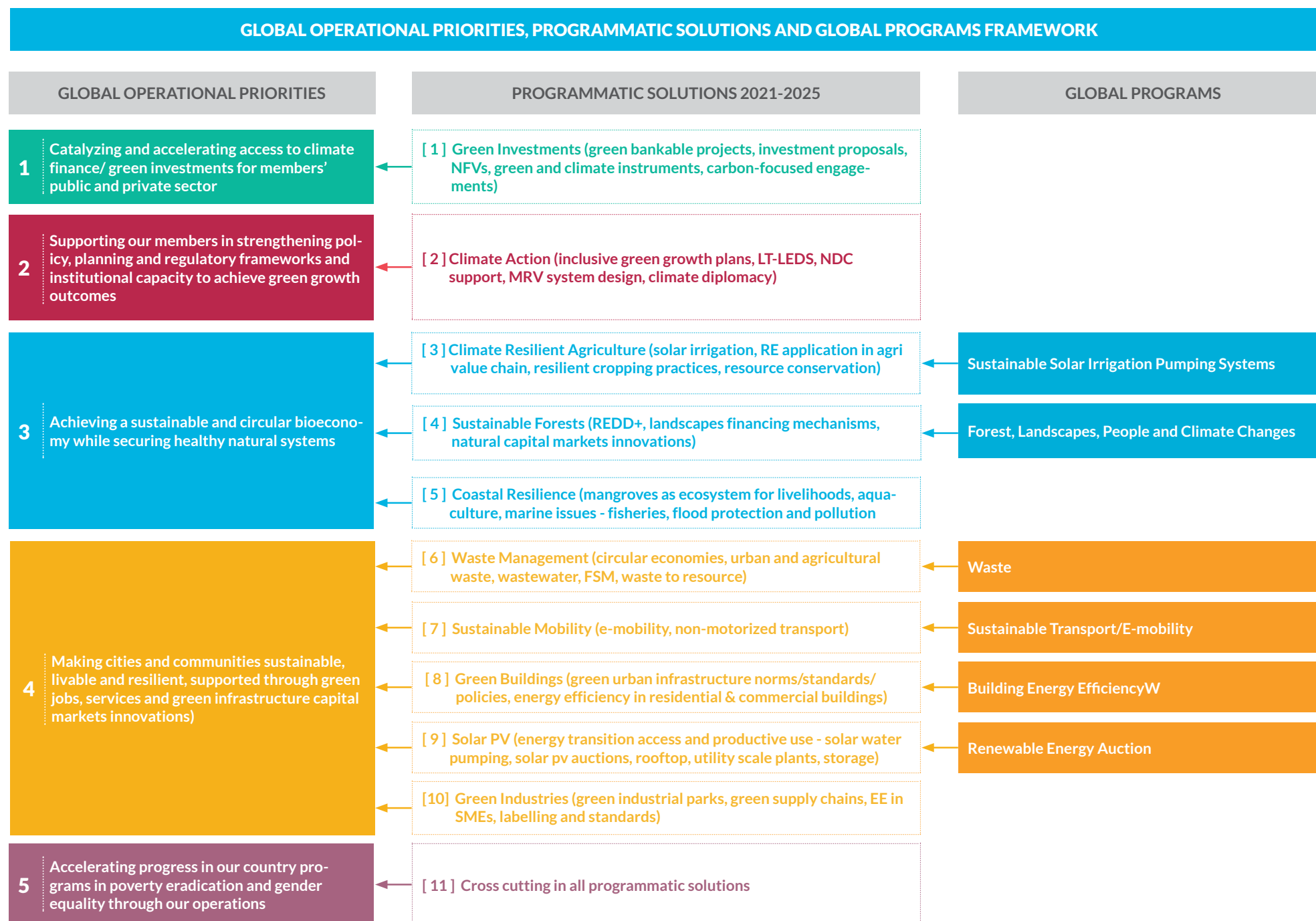
1. an overview of the programmatic focus in the different country programs as well as the scaling up and out of specific solutions;
2. allocation of the projected core resources over country programs and programmatic solutions; as well as
3. a projection of the earmarked projects and resources available to implement the country programs and projects in the next two years.

The Roadmap 2025 is proposed by the Management to be the de-facto planning direction for the WPB 2021-22 and will be discussed with MPSC Members in its upcoming virtual meeting.

To develop the programmatic solutions further, both to strengthen and accelerate ongoing work in countries, and to scale up and out these solutions to new countries, GGGI is developing a small number of global programs. Management has approved the first two of these global programs, on Renewable Energy Auctions and Solar Pumped Irrigation, and has approved proposal development for an additional 4 such programs. The global programs are envisaged to support country-level projects in their domain and to facilitate learning across countries. Particularly for countries not yet engaged in the area of the global program, the global program is expected to provide support to enable scaling up and out to new countries.



Figure 1:





# 2019 Results



The 2019 Results report shows that the new continuous project development approach under envelope funding piloted in the WPB 2019-20 has led to a rapid increase in the total number of projects in GGGI from 70 in 2018 up to 131 in 2019. This is a direct result of the Project Idea Note (PIN) process that generates a pipeline of new, smaller projects in the country programs that use smallish amounts of core funding, often to explore new areas. Previously, when every country program had only one or two large projects such explorations or new project developments would have also happened, but inside the larger project, and invisible outside the country program. The PIN process ensures that such new project development includes staff from both the country teams and IPSD, and that there is a transparent review process before new projects start – and that such projects are well documented and accessible across GGGI.

The PIN process is an opportunity for continuous idea development, which can subsequently be used when opportunities for larger external proposals for earmarked projects open up.

The second reason for the increase in projects is the rapid growth of the portfolio of earmarked projects GGGI is implementing.

In the short run, this increase in number of projects also increases the administrative burden for all involved, particularly the staff preparing the results report, but GGGI has prepared for this situation by developing a project management tool in 2018, GGGI Online. GGGI Online is now used for a more organization-wide information sharing on project implementation and reporting, rapidly increasing the transparency and easy access to project information across the organization. As 2019 was the first year for using this tool, the 2019 Results Report, based on the

information available in the GGGI Online tool rather than a separate reporting exercise, still took more time to prepare than desirable. As the quality of the information available in GGGI Online improves with increased use and staff experience, we are confident this will decrease the administrative burden for all involved.

The 2019 results are also the first year where we no longer have a 2-year cycle with very limited results in year 1 and a peak in results in year 2 (as all WPB project were supposed to start at the beginning of the 2-year cycle and close at the end). Going forward, continuous cycle results are expected to be more steady, but 2019 was still a transition year in this respect.

Specifically, GGGI produced 69 policy advisory outputs (against a target of 30) and counted 21 policies as adopted (against a target of 20). In terms of green and climate finance mobilized the results show \$360M against a target of \$600M, with 23 completed investment projects in 14 countries.

Clearly the most disappointing result is that the green and climate finance mobilized is lower than the rather aggressive target – although the total amount of green and climate finance mobilized by GGGI to date has now risen to a very respectable \$1.6Bn. It does take a long time to develop a growing portfolio, and investment sizes are initially quite small, but this lays a foundation for expanded investment projects in the future, and GGGI is in 2020 working on an active pipeline worth over \$1Bn in green investment projects.

Finally, the intent is that the structuring of GGGI's work into a small number of well-defined programmatic solutions will help increase efficiencies of scale and reduce project development costs.

# 2019 Financial Report



The most important conclusion of the 2019 financial report is that revenues have increased from \$30.02M in 2017 to \$47.6M in 2019, or 58% in 2 years ([see 2019 Financial Report](#)). As we have managed to keep expenditures relatively stable with a modest increase from \$44.1M in 2017 to \$46.6M in 2019, the large deficits in 2017 and 2018 of more than \$13M in both years have now turned into a surplus of \$1.2M.

Of course, the deficits in 2017 and 2018 were planned deficits mandated by Council to spend down the excess retained surplus, but nevertheless it was a very risky policy (in the WPB 2017-18) to get the organization used to a spending level of \$45-50M, while revenues were at the \$30-35M level.

To prevent falling off a cliff in 2019, the management strongly focused on resource mobilization from early 2017, particularly the development of a strong pipeline of earmarked projects, which has paid off in 2019 and will be the basis for a sound financial position of the organization in coming years.

While GGGI did not sign any significant new earmarked resource commitments in 2016

and had no pipeline of proposals going into 2017, earmarked project commitments signed in 2018 were \$30M, signed commitments in 2019 were \$37M, with new commitments signed in the first quarter of 2020 at \$18.5M, and forecasts for 2020 topping \$75M. On top of the signed new commitments, GGGI now has a strong pipeline of proposals under development, worth a risk-adjusted \$46.6M.

A second critical development has been the diversification of funding / resource partnerships for GGGI. While in 2016 the organization depended for close to 100% of its funding on five key contributing members, the management has been able to significantly diversify the funding base with 7 new donors in 2018, 6 new donors in 2019 and a pipeline of proposals under development with additional donors.

In short, very successful resource mobilization efforts during the period 2017-19 have managed to develop a funding base that matches the expenditure level and prepares the organization either for growth, or to weather adverse conditions such as caused by the COVID-19 Pandemic.





# 2020 Budget



In line with MPSC's guidance, GGGI management prepared a balanced 2020 budget. The draft budget based on the WPB 2019-20 and prepared during the third quarter of 2019 was put to the test in late 2019 when it became clear there would be no new core contribution from Australia for 2020. While the growing portfolio of earmarked projects was able to absorb a reasonable share of the country program costs as a result of this \$5M reduction in core contributions, it did lead to a round of budget cuts implemented in the fourth quarter of 2019, particularly at HQ. In addition to staffing reductions in ODG and OED, IPSD restructured to reduce costs. As a result the separate Thought Leadership group was folded into the other teams, and the number of thematic teams was reduced from 4 to 3 (eliminating the Water and Sanitation team, through integration of sanitation into the Green Cities team, and the water and agriculture activities into the Sustainable Landscapes team).

As shown in the [2020 Budget Update](#), the GGGI management still projects an increase in revenues and expenditures to \$56.1M in 2020, up from \$47.8M in 2019, or a 17% increase. That strong increase in revenues and expenditures is based on a projected strong increase in earmarked project implementation to \$32.0M in 2020, up from \$13.7M in 2019. This very rapid increase is realistic based on the contracts signed to date and expected to be signed shortly (i.e. currently in contract resolution stage). Of course, this budget projection made in late 2019 did not yet internalize the consequences of the COVID-19 Pandemic, which is likely to slow down project implementation, which will lead to a reduction in revenues – and to some extent expenditures as well.

At the moment, the two primary risks for GGGI's financial management are: (1) decisions of the UK, Norway and Republic of Korea on continued contribution of core resources and (2) the consequences of the COVID-19 pandemic on environment, climate and development budgets that GGGI depends on.

Prior to the COVID-19 pandemic, which is currently the most prominent management challenge, the GGGI management emphasized "project delivery" as the top priority for 2020. Project delivery implies a strong focus on project management, time management of staff, project monitoring and project reporting. While GGGI has designed and put in place key online tools for improved project management, we are aware that the rapid increase in delivery of earmarked projects will be a significant test of GGGI's project management capabilities, further put to the test by the COVID-19 crisis.



# Resource Mobilization



As already indicated above, resource mobilization at GGGI has primarily concentrated on earmarked projects, led by the country offices, and supported by the partnership team in the Office of the Director-General, as well as the direct resource mobilization efforts of GGGI's senior executives. This has been very successful and provides a strong basis for continued growth for the organization, and a sustainable and diversified resource base that is targeted on the delivery of Global Operational Priorities contained within Strategy 2030.

In addition, GGGI has focused on bringing in new donors. In 2019, the first two contracts were signed with ministries in Sweden, both a Sida-supported project focused on MRVs in Burkina Faso, and a Swedish Energy Agency-supported project focused on carbon trading under Article 6 of the Paris Agreement; these projects amount to \$4M over 2 years. Two significant contracts are currently being finalized with the EU for projects in Uganda and Cambodia of approx. \$7M over the coming 3 years, with additional projects expected to be developed for Viet Nam and more countries. The relationships with the Korea International Cooperation Agency (KOICA) has been re-developed from a zero baseline in 2016. Currently, we have ongoing KOICA-funded projects in the Pacific and Lao PDR, with a project for the Philippines in contract resolution stage and projects for KOICA funding to start in 2021 provisionally approved for Ethiopia, Uganda and Uzbekistan mobilizing approx. \$20M for GGGI over the coming 3-5 years. The strategic partnership with GCF has been developed from scratch, starting with a Framework Agreement in 2017 and leading to GGGI's nomination as

a Readiness Program delivery partner for 26 countries to date. The GCF Readiness Portfolio of projects currently has 33 projects for a total value of \$25M to GGGI as a delivery partner (26 projects for \$16M approved, and another 7 projects for \$9M in the pipeline). The GCF work has led to \$685M worth of GCF proposals submitted on behalf of our Members and includes another 75 GCF project Concept Notes under development.

In addition, GGGI has focused on a number of additional donor countries to join and fund GGGI, particularly New Zealand, France and Canada. Proposals for programmatic earmarked funding of GGGI's work in the Pacific have recently been provisionally approved by New Zealand. In January 2020, GGGI signed MoUs with the French Ministry of Foreign Affairs and AFD and is now discussing funding from AFD for GGGI developed projects. Discussions with Canada are progressing more slowly, but GGGI is developing Concept Notes for projects for consideration by the Canadian government as well.

GGGI Strategy 2030 targets doubling of GGGI's resources to \$110M/annum, with a minimum of 30% core funding, and ideally a 50-50 balance between core and earmarked project funding. What is emerging is that there is a first tier of top GGGI resource partners that, depending on decisions pending by contributing members, could look as follows:

1. The Republic of Korea provides \$10M/annum in core through ROK MOFA and around \$10M/annum in earmarked funding through, primarily, KOICA (this is the current situation);

2. Norway provides around \$15M/annum in earmarked funding primarily through its NICFI program and has been requested to return to a core funding level of \$5M/annum;
3. the UK has been requested to consider a \$10M core funding level and to complement this through another \$10M/annum in earmarked funding through programmatic earmarked funding or projects;
4. the EU has a growing project portfolio with GGGI that could potentially become quite significant, at, say, a level of \$15-20M/annum.

In addition to these high volume donor members, there is a growing group of current and prospective (donor) countries that may contribute on the order of \$2-5M/annum to GGGI's operations – or, rather, where GGGI is the delivery partner for the bilateral programs of these countries. This includes Canada, Denmark, France, Germany, Indonesia,

Luxembourg, Netherlands, New Zealand, Qatar, Sweden, and the UAE, in addition to GCF, UN organizations and philanthropies such as the Bill and Melinda Gates Foundation.

In summary, GGGI has managed to deepen and broaden its funding base to a stage where 2020 revenues, pre-COVID-19 pandemic, were projected to increase to \$56.1M, an 83% increase over 2017 in just three years, and where there are realistic opportunities to grow the resource base to a targeted \$110M/annum by 2030.

It is clear that as a result of the COVID-19 pandemic, some of these advances are now at risk, but on the other hand, these advances have also put GGGI in a good position to be resilient to this crisis, and to propose how to Green the COVID-19 Recovery Packages. Work on proposals focused on Recovery of the Tourism Sector in Small Island Developing States (in the Pacific and Caribbean), as well as Green COVID-19 Recovery in Sub-Saharan Africa is underway as I write this report.





## 2020 Programmatic Priority: More Ambitious NDCs for the Paris Agreement

As part of the Paris Agreement “ratchet” mechanism, the voluntary Nationally Determined Contributions (NDCs) have to be re-submitted, and are expected to become more ambitious, every 5 years, for the first time in 2020. GGGI has provided support for its Members to submit more ambitious – and more solid – NDCs a priority for 2020, both with its own resources and through the additional resources made available through the NDC-Partnership. As a result, GGGI is now supporting 20+ countries in the preparation of their new NDCs. In addition, much of GGGI’s green growth planning work has become linked to achieving the NDCs and the SDGs of our Members. While the focus in 2020 is primarily on the NDCs, in 2021 we expect to be involved in related work such as Low Emission Development Strategies (LEDS), MRV support, climate diplomacy support and Article 6, or carbon market-related work. To bring this growing area of work together, IPSD has created a new team, named Climate Action and Inclusive Development (CAID).

## GGGI management: 2020 year of project delivery

In 2018, GGGI re-designed its business processes, to enable the project development cycle to become continuous, more agile, more flexible, and managed through on-line tools. This involved both designing the different parts of the project cycle and developing Project Cycle Manuals, with a focus on continuous project development and the creation of “pipelines” for both resource mobilization and for core funded projects. Key new tools that were developed in 2018 and introduced in 2019 were:

- the CRM, to support external relations and resource mobilization;
- GGGI Online to manage projects internally and to manage decision processes online; and
- an expansion of the ERP into time sheets and people planning.

2019 was therefore the first year of use of these new tools. While there certainly were areas for improvement and lessons learned, the introduction was generally well received, with all staff now submitting weekly timesheets and active usage (for 80+% of users on a weekly basis) of the CRM. Use of GGGI online for all decisions (instead of paper-based decision-memos) has cut the decision cycle from as much as 6 weeks to several days on average, and faster when needed. It has also created a transparent repository of all decisions, including any and all decisions to make exceptions to GGGI policies.

2020 is the year in which we intend to optimize the use of the tools and to develop more effective project management reports, which becomes necessary as GGGI manages a rapidly growing portfolio of earmarked projects.



# Policy Revisions



There is ongoing work to update GGGI policies (including the Regulations under the Council's authority and the additional Rules provided by management to implement the Regulations).

Management completed two revisions of the Travel Rules, one that took effect on January 1, 2020, and an additional set of revisions that took effect on April 1, 2020. Through these revisions, and their implementation, management has fully implemented all recommendations made in the travel audit undertaken by GGGI's Internal Audit, as well as the recommendations that resulted from the BDO investigation into whistleblower complaints.

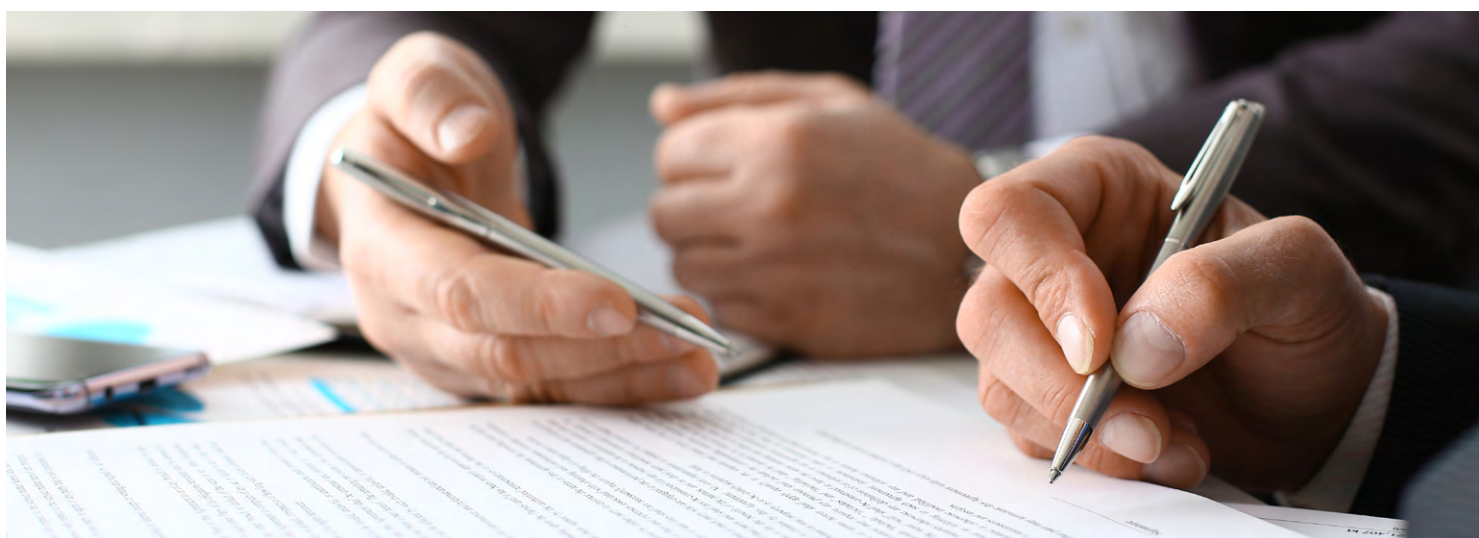
In addition, management has undertaken a revision of the HR Rules that is about to be completed and will take effect later this month. This includes a change in definitions of some HR benefits that are also used in the

HR Regulations approved by Council and will therefore require a similar definition change to be approved by the Council.

Some of the changes in HR Rules followed from recommendations from the ILO Administrative Tribunal, which GGGI has recognized as an arbitration mechanism for its HR related decisions since late 2019, to align the GGGI HR Rules with best practice recommended by ILO.

Another policy change which GGGI management has put on the MPSC agenda is to come back to the definition of "Vulnerable Countries", which was started in 2018 and which management recommends to finalize at this time.

The MPSC agenda also includes an update on GGGI's planned roll-out of the Risk Management Framework to the country offices.



# Membership update



As of November 23, 2019, GGGI has 36 Members – following the accession of Sri Lanka (January 13), Uzbekistan (March 9), Burkina Faso (April 14), Uganda (August 28), the Organisation of Eastern Caribbean States (November 21), Angola and Ecuador (November 23). An enlarged GGGI membership offers the opportunity for GGGI to have a stronger global voice and reach, drawing upon the experience and lessons from a broader pool of green growth experiences. These new Members also help to make GGGI a more global organization, increasing our coverage in Africa, Central Asia, as well as Latin America and the Caribbean; as well as the types of Members that GGGI has (Least Developed Countries/ Landlocked Developing Countries/ Small Island Development States). A further 20 UN Member States and regional integration organizations are in the process of accession. Among these Colombia, the European Union, Nepal, Morocco, Myanmar, and the Kyrgyz Republic are in the final steps of their accession and expect to become members in 2020.

Recognizing that it may not be possible to meet the expectations of all new Members to have the same level of in-country programming, in November 2019, the Council also established Criteria on Country Programming. In addition

to country programs, Strategy 2030 also introduces global programs. A Country Program will only be established if Members have shown political commitment (achieved by a signed Host Country Agreement and completed Country Planning Framework) and secured multi-year earmarked funding – either financed by the Member or a development partner. Global and regional programs will serve as an innovative way of responding to the needs of countries if a full country team is not present. A regional program has already been established in the Pacific for several years, with a new such program now operating in the Eastern Caribbean. GGGI will further develop this in coming years, leveraging core and programmatic funding from ongoing resource mobilization efforts.

In Q4 2019, as part of the budget cut for 2020, GGGI management also used the new Criteria on Country Programming to review the ongoing operations and decided to close the country programs in China, Mozambique and Thailand. This decision has since been implemented. GGGI will continue to explore opportunities to support the respective governments in their green transition, where there is a clear government demand and opportunities and resources for GGGI to deliver.







In 2019, the total number of human resources employed by GGGI as staff, consultants and interns in terms of Full-Time Equivalents (FTE) had grown to about 400, with over 80% of those employed as full time, regular staff on predominantly 3-year contracts (Figure 2). GGGI staff are drawn from 74 nationalities and very decentralized with 65% of staff embedded in host government ministries in 30 countries.

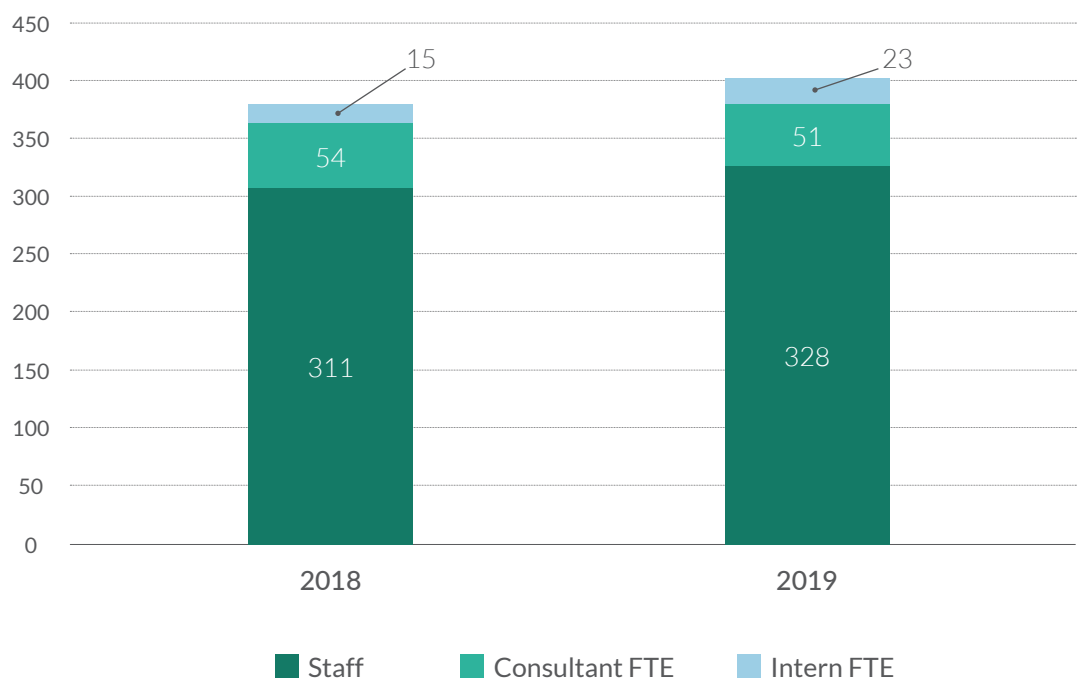
Over the last several years GGGI has made a strong effort to build up skills and experience through in-house staff, rather than through consultants and outsourcing. In late 2016 GGGI had about 160 staff and a similar number of consultants, with GGGI staff often acting primarily as project managers for outsourced contracts. Since then, GGGI has grown its staff and invested in skills development through a number of initiatives, from employing a training officer in the HR department, organizing critical skills training such as management training

for middle managers, and starting a leadership development program. The organization has also focused on career development and opportunities inside GGGI, through opening relevant vacancies initially only for internal applications (increasing internal mobility) and a rotation program for international staff.

Overall, GGGI’s 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.

Figure 2: Number of GGGI staff, consultants and interns in 2018 and 2019



As a consequence of a range of actions implemented over the last three years, a large share of GGGI's projects are now implemented through GGGI staff expertise, both embedded in country, complemented by expertise in other country offices, regional offices or HQ, with a much reduced component for specialized services outsourced to external suppliers.

Over the same period, positive staff engagement (as measured in the annual staff engagement survey that has been held since late 2016) has improved from 48% in 2016 to 63% in 2019, a very significant increase. In 2017 the GGGI Staff Council has also been re-established as a valuable partner for management to discuss staff related issues. In both 2018 and 2019 the Staff Council reported directly to the GGGI Council and Assembly in the annual governance meeting.

The balanced budget GGGI management prepared for 2020 (pre-COVID-19) covers the staff cost for all staff, after 5 staff members were not renewed, or had their contract terminated, in the budget reduction carried out in late 2019. We are at risk of a slowdown in project implementation in 2020 as a result of COVID-19, but expect that a possible reduction in revenue can be absorbed by the reserves in place. For 2021-22 the outlook depends on key decisions to be made by several contributing members regarding their continued core resources contribution to GGGI, as noted above.





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The Global Green Growth Institute  
19F Jeongdong Building, 21-15,  
Jeongdong-gil, Jung-gu,  
Seoul, Korea 100-784

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