



**GREEN  
CLIMATE  
FUND**

**Meeting of the Board**  
2 – 5 November 2015  
Livingstone, Republic of Zambia  
Provisional agenda item 25\*

**GCF/B.11/19**

**10 October 2015**

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# Updated administrative guidelines on human resources

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## Summary

The Board at its eighth meeting having considered the Administrative Guidelines on Human Resources, approved document GCF/B.08/26 titled “Administrative guideline on human resources” for a period to last until the end of 2015, and requested the Secretariat to seek further written comments from the Board. The recommendations and proposed changes, including a brief report on update of salary structure, are summarized in this document. All the proposed changes have been incorporated in the revised the Administrative Guidelines on Human Resources for the Board’s approval.

In addition, this document reports on the findings of a study conducted by a professional firm on cost of living in Songdo (Incheon), Republic of Korea, in comparison to Manila, the Philippines, and Washington D.C., the United States of America, as requested by the Board at its sixth meeting.

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\* The agenda item number will be determined when the final sequence of items in the provisional agenda is confirmed by the Co-Chairs.

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## I. Introduction

1. The Board, at its fourth meeting, decided that the administrative policies of the Green GCF, including for human resources, procurement, travel and finance, are to be based on those used by the Asian Development Bank (ADB) (decision B.04/03).
2. At its sixth meeting, the Board approved the GCF initial staff salary structure for internationally recruited staff effective 1 January 2014 (decision B.06/03). The structure is based on the ADB salary structure for 2014.
3. The same decision called for a study to explore if a cost-of-living adjustment would be applicable to GCF International Staff (IS) in Songdo, Republic of Korea, taking into account:
  - (a) Existing cost-of-living comparisons between Songdo, Manila, the Philippines, and Washington D.C., the United States of America;
  - (b) ADB practices and history with regard to the establishment of salary levels and structure in its headquarters and in external duty stations; and
  - (c) Similar practices in comparable institutions.
4. Furthermore, the Board, at its eighth meeting, having considered document GCF/B.08/26 titled “Administrative guidelines on human resources” (hereinafter referred to as “the Guidelines”):
  - (a) Approved the Guidelines for a period to last until the end of 2015;
  - (b) Requested the Secretariat to seek further written comments from the Board on the Guidelines until the end of 2014; and
  - (c) Requested the Secretariat to present, at the first meeting of the Board in 2015, an information note with the changes to be incorporated into the Guidelines on the basis of the comments from the Board.
5. The Secretariat received the comments and recommendations from the Board in the period 28 October 2014 to 27 January 2015. A compilation of comments by the Board and the corresponding responses from the Secretariat, including some proposed changes to be incorporated in the updated Guidelines, was prepared and presented in document GCF/B.09/Inf.05.
6. The Guidelines are revised based on the recommendations received from members of the Board Members and further updated for a streamlined version for the Board’s approval<sup>1</sup>. The updated Guidelines are edited in tracked changes for the Board’s ease of reference.

## II. Linkage with other documents

7. This document should be considered in conjunction with document GCF/B.09.Inf.05 submitted at the ninth meeting of the Board but not discussed by the Board.

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<sup>1</sup> These Guidelines are for limited distribution and copies will be available to members of the Board in advance of the eleventh meeting of the Board.

### III. Possible/recommended action by the Board

8. It is recommended that the Board approve the updated Guidelines based on:
- (a) Feedback received from its members on document GCF/B.09/Inf.05;
  - (b) Recommendations by the Secretariat for modifications to specific sections of the Guidelines for a streamlined version; and
  - (c) The updated international staff salary scale of the ADB effective 1 January 2015.

### IV. Update on salary structure

#### 4.1 Background and update on Asian Development Bank salary structure for international staff

9. IS salaries of the GCF are based on those of ADB. ADB follows the same market-based compensation for all staff, and salaries are positioned at the 75<sup>th</sup> percentile of the defined relevant market for each category of staff.
10. Furthermore, ADB follows the philosophy of the World Bank (WB) salary level and structure. It uses WB as the principal comparator, and the professional staff salary survey at its Washington D.C. headquarters serves as a proxy for salary movements in the market. Thus the WB market reference points are the basis for setting ADB job level midpoints.
11. ADB conducts an annual review for its base salary and a comprehensive review once every five years for an overall review of its base salary, allowances and other benefits. The annual review examines compensation for Washington D.C. -appointed Staff at WB, while the comprehensive review includes a study of six international financial institutions and other international organizations.
12. Full parity with the market (i.e., a 100 percent comparatio<sup>2</sup>) is targeted for IS levels IS1- IS6 by 2015. The average salary increase rate at ADB is set a level higher than the average structure increase to enable salaries of staff to progress within the range.
13. Salary increases in ADB and WB account for two components: structure adjustment and additional merit increase.

**Table 1. Components for salary increase in the Asian Development Bank and the World Bank and actual salary increase percentages for 2015**

<b>Structure adjustment</b>	+	<b>Additional merit increase</b> Salary progression Supplemental merit increase	=	<b>Total increase</b>
2.3%		1.7%		4.0%

14. The GCF continues to use the 2014 salary structure of ADB since it was approved by the Board in 2014. Currently, 90 per cent of GCF staff salaries are maintained at the minimum level of the ADB salary structure of 2014.
15. ADB adjusts its salary structure by the same structure movement as WB and has thus updated its IS salary structure effective 1 January 2015 as shown in table 1. The salary structure was adjusted to increase 2.3 per cent across all levels in accordance with the ADB compensation

<sup>2</sup> Comparatio: The ratio of a salary to the midpoint. This is an indicator of the extent to which salaries are aligned with the midpoint.

principle of ensuring competitiveness with the relevant market reference based on movement of the comparator market.

**Table 2. Comparison of the internationally recruited staff salary structure of the Asian Development Bank for 2014 and 2015**

Level	2014 salary structure (USD)			2015 salary structure (USD)			Increase (%)
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	
IS1	74,100	81,500	88,900	75,800	83,400	91,000	2.3
IS2	82,500	94,900	107,300	84,400	97,100	109,700	2.3
IS3	92,200	108,300	124,500	94,300	110,800	127,300	2.3
IS4	108,900	128,000	147,000	111,400	130,900	150,400	2.3
IS5	123,000	147,600	172,200	125,800	151,000	176,100	2.3
IS6	145,300	174,400	203,400	148,700	178,400	208,200	2.3
IS7	167,600	201,100	234,600	171,400	205,700	240,000	2.3
IS8	196,300	235,500	274,800	200,800	240,900	281,100	2.3
IS9	229,600	269,800	310,000	234,900	276,000	317,100	2.3
IS10*	257,800	290,000	322,300	263,700	296,700	329,600	2.3

\* The Executive Director is hired at the level of Vice-President in a multilateral development bank. For salary purposes only, and except as may otherwise be approved by the Board, the salary of the Executive Director shall be within the range for International Staff level (IS10).

16. In complying with its administrative policies, it is necessary to update the GCF salary structure to reflect that of ADB and apply the 2.3 per cent increase to existing staff effective 1 January 2015, and to new staff starting from their assumption of duty.

17. This is in line with the practices of ADB, which does not allow its staff salaries to be below the minimum levels of its salary structure. It is not a common practice at ADB and similar other organizations to peg salaries at the minimum for new hires. For 2015, ADB salaries of IS are closer to the market pay-line. As indicated in table 3, the gap between the current IS salaries at the GCF and the market pay-line is significantly larger than at the ADB and it has further increased in 2015.

**Table 3. International staff comparatio at the Asian Development Bank compared to that of the GCF**

Level	ADB	GCF	
	Comparatio to 2015 midpoint	Comparatio to 2014 midpoint	Comparatio to 2015 midpoint
IS1-IS6	95.2%	86.1%	84.2%
IS7-IS10	90.60%	88.0%	86.0%
All IS Levels	93.90%	85.5%	83.6%

Note: The Executive Director's salary has not been used for the above analysis.

Abbreviations: ADB = Asian Development Bank, IS = International Staff.

## 4.2 Salary structure for locally recruited staff

18. The GCF salary structure for locally recruited (administrative) staff is based on that of WB locally recruited staff in the Republic of Korea as ADB does not have a salary structure for local staff in the Republic of Korea.

19. The WB has not changed the salary structure for locally recruited staff in the Republic of Korea in 2015. The Secretariat has been informed that WB approved a 15.4 percent merit increase budget for staff in the Republic of Korea to allow salaries to progress along the salary

range (i.e., comparative improvement) which became effective on 1 July 2014. Their next salary revision will be implemented in November 2015 retroactively effective 1 July 2015.

### 4.3 Merit-based salary increase

20. Merit-based increase for both International and Administrative staff will be implemented following similar practices of ADB and WB respectively, and in accordance with the administrative guidelines on human resources (sections D.III and E.I).

## V. Study report on cost of living

21. The Secretariat selected a leading global consultancy firm<sup>3</sup> in the field. The consultancy firm conducted a study on the cost of living comparisons between Songdo (Incheon), Manila, and Washington D.C. as requested by the Board.

22. The following methodology was considered for the study:

- (a) Composition of the 'basket': the research is based on a 'basket' of goods and services, composed of more than 200 items divided into 10 categories that represent the purchases of typical expatriate households worldwide;
- (b) Weight of survey items in the basket: items in the basket are assigned different weights to reflect the pattern of how individuals, specifically expatriates for the purpose of the study, dispose of their income;
- (c) Data collection and analysis: data on prices for the goods and services are gathered at a range of retail outlets at each location that includes discount stores, typical supermarkets, department stores and specialized shops;
- (d) Data analysis: in this study, the mean-to-mean index was used to analyse the given data to compare the average of prices for common items at comparable retail outlets at the 'home city' (Manila) to the average at the 'host cities' (Songdo/Washington D.C.). Mean-to-mean is the best indicator of absolute price differences between locations without considering efficiency of purchase or availability of goods in each of the locations; and
- (e) The estimated cost-of-living (COL) index for Songdo, a district in Incheon, is based on the COL index of Seoul and Busan, both in the Republic of Korea, in relation to additional information on housing purchases and lease prices of these cities. Songdo (Incheon) is comparable to Seoul and Busan based on the following proxy indicators:
  - (i) Seoul is a commutable distance (approximately 65 km);
  - (ii) Busan shares common qualities as a port city with a free economic zone; and
  - (iii) Incheon is the third-largest city in the Republic of Korea (estimated population 2,879,782) following Seoul and Busan.

23. The COL index along with additional data on housing purchase and lease prices of Seoul, Busan, Incheon and Songdo were considered to substantiate the estimate COL index for Songdo.

24. Based on the methodology above, the study produced the following results in the COL between Songdo (Incheon), Manila, and Washington D.C.:

- (a) The COL in Songdo (Incheon) is estimated to be 31.2 per cent higher than Manila and 27.5 percent higher than Washington D.C; and

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<sup>3</sup> The consultancy firm employs over 20,500 based in more than 40 countries, and provides international services in more than 130 countries.

- (b) The COL index based on percentile of housing purchasing and lease price of Seoul, Busan, Incheon and Songdo is also estimated to be 31.2 per cent higher than that of Manila.

25. This conclusion is in line with the post adjustment system practised by all international organizations which use the common system of the United Nations. For example, the post adjustment multiplier for the Republic of Korea (all cities) for October 2015 is 75.6 per cent as opposed to 49.4 per cent for the Philippines (all cities) and 48.8 per cent for Washington D.C.

## 5.1 Hiring challenges

26. The Secretariat has had several challenges in attracting international talent. In addition to the challenges in spouse employment opportunities and social isolation, salaries are no more competitive. The Board's guidance to prioritize recruitments at the minimum of the scale has restricted the Secretariat in taking full advantage of the salary range within a level, thus missing the opportunity to attract competitive candidates.

27. The existing salary scale does not reflect the COL in Songdo (Incheon) and is lower than that of ADB since January 2015. The Secretariat continues to experience not only increased challenges in attracting talent to the GCF but also in retaining the existing talent. Over a period of time, it can affect staff morale, lead to widespread dissatisfaction, stifle incentive and have an adverse effect on performance.

28. The GCF has been attempting to hire staff with several years of related experience and could potentially perform all aspects of the job at their start-of-hire date. Endeavouring to place all new hires at the minimum of the salary range, regardless of experience and background has proven to be a disincentive for some competent candidates in joining the GCF.

## VI. Recommended changes to the Guidelines

### 6.1 Changes suggested by members of the Board

29. The main changes made on the basis of document GCF/B.09/Inf.05 are summarized below:

- (a) Lift the limit on the number of deliveries for maternity benefits;
- (b) Strengthen internal equity in compensation by ensuring that individuals having similar responsibilities are comparably awarded;
- (c) Delete all references to severance pay in accordance with the discontinuation of practice at ADB;
- (d) Provide clarification on the staff retirement plan in line with ADB;
- (e) Clarify terms for the rental allowance under housing assistance for internationally recruited staff;
- (f) Extend the definition of "spouse" to include common-law marriages, civil partnerships, and registered relationships of staff members;
- (g) Strengthen guidelines in reference to the protection and safety of staff;
- (h) Expand the scope of non-discrimination of individuals regardless of age, gender, race, sexual orientation, nationality, religion, disability or similar other status;
- (i) Specify that private activities may take place only outside of core business hours; and



- (j) Give clarity to the definition of the GCF headquarters alongside the definition of duty station.

30. Specific sections in the Guidelines where changes are proposed based on the feedback received from members of the Board are provided below. The main changes, additions or deletions are presented in bold font in the amended text for ease of reference.

- (a) Insertion of a new paragraph A.2.1(c) in the section “Principle 02 – General Obligations of the Fund under the Principles of Staff Employment”:

Original text:

*(b) Make all reasonable efforts to ensure appropriate protection and safety for staff members in the performance of their duties;*

*(c) Refrain from any action that would deprive staff members retroactively of compensation in any form for services already rendered;*

Amendment:

*(b) Make all reasonable efforts to ensure appropriate protection and safety for staff members in the performance of their duties;*

***(c) Encourage a positive working environment of dignity and mutual respect, and in which any form of harassment is not tolerated;***

*(d) Refrain from any action that would deprive staff members retroactively of compensation in any form for services already rendered;*

- (b) Addition of text to paragraph A.6.1 (c) in the section “Principle 06 – Compensation under the Principles of Staff Employment”:

Original text:

*(c) Provide levels of compensation that are equitable internally; and*

Amendment:

***(c) Provide levels of compensation that are equitable internally in order to ensure that compensation is comparable across individuals having similar responsibilities; and***

- (c) Replace text in paragraph B.I.2.4 in the section “Policy under Human Resources Policies and Duties, Rights and Responsibilities of Staff Members”:

Original text:

*2.4 The employment, promotion and assignment of staff will be made without discrimination on the basis of sex, race, nationality, or religion.*

Amendment:

***2.4 The employment, promotion and assignment of staff will be made without discrimination on the basis of age, gender, race, sexual orientation, nationality, religion, disability or similar other status.***

- (d) Addition of text to paragraph B.I.4.7(a) in the section “Duties and Responsibilities of Staff Members” under “Human Resources Policies and Duties, Rights and Responsibilities of Staff Members”:

Original text:

*(a) Private Activities*

*Except with prior approval by the Executive Director, staff members must not hold private employment or engage in any occupation or own or operate any business*



*which, in the Fund's opinion, is incompatible with the proper performance of their official duties. Moreover, staff members must not serve as a director, officer or partner of any entity, other than as an authorized representative of the Fund or with the prior approval of the Executive Director. Such prior approval will not be required with respect to services performed as a director or officer of a charitable, social or religious entity.*

Amendment:

(a) *Private Activities*

*Except with prior approval by the Executive Director, staff members must not hold private employment or engage in any occupation or own or operate any business which, in the Fund's opinion, is incompatible with the proper performance of their official duties. Moreover, staff members must not serve as a director, officer or partner of any entity, other than as an authorized representative of the Fund or with the prior approval of the Executive Director. Such prior approval will not be required with respect to services performed as a director or officer of a charitable, social or religious entity. **Private activities with prior approval of the Executive Director can only be performed outside of core business hours.***

- (e) Deletion of text in paragraph C.I.2.3 in the section "Policy under Recruitment and Appointment of Staff":

Original text:

*2.3 Selection of qualified candidates will be generally competitive, based on specified capability criteria and relative merits of shortlisted candidates and in accordance with established procedures to determine the most suitable candidate.*

Amendment:

*2.3 Selection of qualified candidates will be **generally** competitive, based on specified capability criteria and relative merits of shortlisted candidates and in accordance with established procedures to determine the most suitable candidate.*

- (f) Replacement of text in paragraph C.I.2.6 in the section "Policy under Recruitment and Appointment of Staff":

Original text:

*2.6 The recruitment and appointment of staff to the Fund will be made without discrimination on the basis of sex, race or creed. The Fund is committed to a policy of equal employment opportunity for women. It will take affirmative action in recruitment, selection and appointment to ensure a gender balanced work force at all levels.*

Amendment:

*2.6 The recruitment and appointment of staff to the Fund will be made without discrimination on the basis of **age, gender, race, sexual orientation, nationality, religion, disability, or similar other status**. The Fund is committed to a policy of equal employment opportunity for women. It will take affirmative action in recruitment, selection and appointment to ensure a gender balanced work force at all levels.*

- (g) Replacement of text in paragraph C.I.6.1(ii) in the section "Recruitment of Former Fund Staff under Recruitment and Appointment of Staff":

Original text:



6.1 *The recruitment of former Fund staff will be made on a selective basis. Such former Fund staff may be considered for re-hiring if:*

- (i) Their performance met expectations during their service with the Fund; and*
- (ii) At least two (2) years have passed since their separation from the Fund unless this requirement is waived by the Executive Director or designated official.*

Amendment:

6.1 *The recruitment of former Fund staff will be made on a selective basis. Such former Fund staff may be considered for re-hiring if:*

- (i) Their performance met expectations during their service with the Fund; and*
- (ii) Their qualifications meet the skills required for the vacant position under consideration.***

- (h) Insertion of a new paragraph C.II.3.1(b) alongside the definition of “Duty station” in the section “Definitions under Benefits on Employment”:

Original text:

*(c) "Duty station" means the city in which the Fund office to which the staff member has been assigned to work is located;*

Amendment:

***(b) "Headquarter station" refers to the Fund's headquarters location which is at Songdo (Incheon), Republic of Korea.***

*(c) "Duty station" means the city in which the Fund office to which the staff member has been assigned to work is located;*

- (i) Deletion and addition of text in paragraph D.II.5.3(c)(iii) in the section “Types of Leave” under “Leave”:

Original text:

*(iii) Salary and allowances (net of applicable deductions) will be payable for up to three (3) deliveries.*

*A staff member who needs maternity leave for additional pregnancies will be given maternity leave without pay, unless sick and annual leave credits are available to cover all or part of such absence. Sick leave will be utilized first prior to annual leave.*

Amendment

*(iii) Salary and allowances (net of applicable deductions) will be payable **for the period of maternity leave.***

***A staff member who needs maternity leave for additional pregnancies will be given maternity leave without pay, unless sick and annual leave credits are available to cover all or part of such absence. Sick leave will be utilized first prior to annual leave.***

- (i) Deletion of text in paragraph D.II.5.4(e)(iii) in the section “Types of Leave” under “Adoption Leave (ADL)”:

Original text:

*(iii) ADL entitlement is included in the maximum three maternity leave entitlements during a staff member's employment in the Fund;*



Amendment:

(iii) ADL entitlement is included in ~~the maximum three~~ maternity leave entitlements during a staff member's employment in the Fund;

- (k) Replacement of text in paragraph D.II.Appx.1.1.2(d)(i) in the section "Leave Application and Approval Procedures" under appendix 1: ("Implementing Guidelines on Leave"):

Original text:

(i) Female staff members are entitled to miscarriage/abortion leave of up to two (2) consecutive calendar weeks' leave (including Saturdays, Sundays and holidays), depending on the actual disability stated in the doctor's certificate. Those who are unable to report to work because of a miscarriage or abortion of a foetus less than 28 weeks must notify their supervisor as soon as possible.

Amendment:

(i) Female staff members are entitled to miscarriage/abortion leave of up to two (2) consecutive calendar weeks' leave (including Saturdays, Sundays and holidays), depending on the actual **medical condition** stated in the doctor's certificate. Those who are unable to report to work because of a miscarriage or abortion of a foetus less than 28 weeks must notify their supervisor as soon as possible.

- (l) Deletion of text in paragraph D.II.Appx.1.1.2(d)(iv) in the section "Leave Application and Approval Procedures" under appendix 1: ("Implementing Guidelines on Leave"):

Original text:

(iv) A medical certificate confirming the miscarriage or abortion must clearly evaluate the condition of the patient, describe eventual complications and recommend an appropriate period of rest. The Fund may refer all substantiating medical documents to a Medical Referee for an independent assessment of the miscarriage or abortion. If the medical certificate does not establish a need for leave of the duration taken, or the Medical Referee finds the duration of leave unjustified, the excess leave taken will be debited from the annual leave balance or will be treated as leave without pay if it cannot be covered by the annual leave balance.

Amendment:

(iv) A medical certificate confirming the miscarriage or abortion must clearly evaluate the condition of the patient, describe eventual complications and recommend an appropriate period of rest. ~~The Fund may refer all substantiating medical documents to a Medical Referee for an independent assessment of the miscarriage or abortion. If the medical certificate does not establish a need for leave of the duration taken, or the Medical Referee finds the duration of leave unjustified, the excess leave taken will be debited from the annual leave balance or will be treated as leave without pay if it cannot be covered by the annual leave balance.~~

- (m) Addition of text to paragraph E.II.1.1 in the section "Policy" under "Staff Retirement Plan":

Original text:

1.1 It is the policy of the Fund to maintain and contribute towards the cost of a Staff Retirement Plan (Plan) which provides for benefits to staff members and/or their families/beneficiaries as specified in the Plan.



Amendment:

1.1 *It is the policy of the Fund to maintain and contribute towards the cost of a Staff Retirement Plan (Plan) which provides for benefits to staff members and/or their families/beneficiaries as specified in the Plan. **The Fund will contribute 18 per cent on the base salary and the staff will contribute an additional nine (9) per cent to a defined contribution plan.***

- (n) Addition of text to paragraph E.III.3 (c) in the section “Definitions” under “Dependency Status and Dependency Allowance”:

Original text:

(c) *The term “disabled” means total and permanent physical or mental incapacitation for substantial gainful employment as determined by the Director, Support Services in consultation with the Fund’s Medical Doctor and/or a designated medical practitioner;*

Amendment:

(c) *The term “disabled” means total and permanent physical or mental incapacitation for substantial gainful employment **and when such impairment has a substantial adverse effect on the person’s ability to carry out normal day-to-day activities** as determined by the Director, Support Services in consultation with the Fund’s Medical Doctor and/or a designated medical practitioner;*

- (o) Replacement of text in paragraph E.III.5.2 in the section “Criteria to Define the Dependency Status of Spouse” under “Dependency Status and Dependency Allowance”:

Original text:

5.2 *The Fund may recognize common-law marriages of staff members only to the extent that such common-law marriages are recognized under the law of the country where they have been contracted and under the law of the staff member’s home country, provided that legal effects attributed to them under the law of the staff member’s home country are in all respects equivalent to those of a marriage which has been solemnized in a formal manner. Staff members will be required to produce documentary evidence to that effect from the authorities of their home country and, if necessary, from the authorities of the country where the marriage was contracted.*

Amendment:

5.2 *The Fund may recognize **common-law marriages and civil partnerships** of staff members only to the extent that such **relationships** are recognized under the law of the country where they have been contracted and under the law of the staff member’s home country, provided that legal effects attributed to them under the law of the staff member’s home country are in all respects equivalent to those of a marriage which has been solemnized in a formal manner. Staff members will be required to produce documentary evidence to that effect from the authorities of their home country and, if necessary, from the authorities of the country where the marriage was contracted.*

- (p) Addition of text to paragraph E.VI.5.1 in the section “Rental Allowance Scheme” under “Housing Assistance for Internationally Recruited Staff (IS)”:

Original text:

5.1 *Under this scheme, the rental allowance provided to eligible staff members is based on a lump sum.*

Amendment:

5.1 *Under this scheme, the rental allowance provided to eligible staff members is based on a lump sum **of USD 2,400 per month.***



- (q) Deletion of text in paragraph E.XIV.7.1 in the section “Collection Upon Separation from the Fund” under “Claims”:

Original text:

*7.1 In the case of a staff member who separates from the Fund, any balance of outstanding receivables may be deducted in full from any amounts paid by the Fund (excluding benefits paid from the Staff Retirement Plan) including, but not limited to, salary payments, payments of non-salaried remuneration, the separation grant, accrued annual leave, resettlement allowance, and severance payments. The Fund may further pursue collection of outstanding receivables from a former staff member by exercising any rights or remedies available to it under applicable law.*

Amendment:

*7.1 In the case of a staff member who separates from the Fund, any balance of outstanding receivables may be deducted in full from any amounts paid by the Fund (excluding benefits paid from the Staff Retirement Plan) including, but not limited to, salary payments, payments of non-salaried remuneration, the separation grant, accrued annual leave, **and** resettlement allowance **and severance payments**. The Fund may further pursue collection of outstanding receivables from a former staff member by exercising any rights or remedies available to it under applicable law.*

- (r) Deletion of text in paragraph F.I.2.5 (c) in the section “Policy” under “Guidelines for Employment Termination”:

Original text:

*(c) Provide a termination payment, if applicable, and/or severance pay and a resettlement allowance to eligible staff members leaving the Fund's employment.*

Amendment:

*(c) Provide a termination payment, if applicable, ~~and/or severance pay~~ and a resettlement allowance to eligible staff members leaving the Fund's employment.*

- (s) Deletion of text in paragraph F/II/1.1(b) in the section “Purpose of Resettlement Benefits” under “Benefits on Ending Employment”:

Original text:

- (a) Resettlement allowance;*
- (b) Severance Pay;*
- (c) Travel benefits and allowance;*
- (d) Surface shipment of household goods, personal effects and one motor vehicle;*
- (e) Air shipment allowance;*
- (f) Personal property and marine insurance cover.*

Amendment:

- (a) Resettlement allowance;*
- ~~*(b) Severance Pay;*~~
- (b) Travel benefits and allowance;*
- (c) Surface shipment of household goods, personal effects and one motor vehicle;*
- (d) Air shipment allowance;*
- (e) Personal property and marine insurance cover.*



- (t) Deletion of text in paragraph F/II/2.3(b) in the section “Eligibility for Resettlement Benefits” under “Benefits on Ending Employment”:

Original text:

*2.3 For purposes of resettlement benefits, with the exception of severance pay, staff members married to each other will be treated as a family unit with one receiving benefits as a staff member, the other receiving benefits as a spouse, and dependent children receiving benefits based on the eligibility of one staff member.*

Amendment:

*2.3 For purposes of resettlement benefits, ~~with the exception of severance pay,~~ staff members married to each other will be treated as a family unit with one receiving benefits as a staff member, the other receiving benefits as a spouse, and dependent children receiving benefits based on the eligibility of one staff member.*

- (u) Replacement of text in paragraph G.I.2.1(i) in the section “Examples of Misconduct” under “Guidelines for Disciplinary Action”:

Original text:

*(i) Other unsatisfactory conduct (e.g., physical assault; harassment, including harassment on the basis of sex, age, race or creed and threats against supervisors and/or other staff members).*

Amendment:

*(i) Other unsatisfactory conduct (e.g., physical assault; harassment, including harassment on the **basis of age, gender, race, sexual orientation, nationality, religion, disability, or similar other status** or threats against supervisors and/or other staff members).*

- (v) Deletion of text in paragraph G/I/5.1(b) in the section “Measures Not Considered Disciplinary” under “Benefits on Ending Employment”:

Original text:

*(b) Recovery of money owed to the Fund including overpayments made to staff members as a result of a false statement, Fraud, misrepresentation or negligence. The Fund will recover any amounts owed to the Fund from the staff member’s termination benefits (e.g., salaries, leave encashment, severance pay). The Fund will recover such amounts and the interest thereon at the rate prescribed for salary advances in guideline F. I. (Termination policy). Such recovery of overpayments and interest is not discipline, and will not absolve the staff member from proceedings under this Staff Rule and the imposition of a disciplinary measure.*

Amendment:

*(c) Recovery of money owed to the Fund including overpayments made to staff members as a result of a false statement, Fraud, misrepresentation or negligence. The Fund will recover any amounts owed to the Fund from the staff member’s termination benefits (e.g., salaries **and** leave encashment ~~severance pay~~). The Fund will recover such amounts and the interest thereon at the rate prescribed for salary advances in guideline F. I. (Termination policy). Such recovery of overpayments and interest is not discipline, and will not absolve the staff member from proceedings under this Staff Rule and the imposition of a disciplinary measure.*

## 6.2 Additional recommended changes

31. In addition to the suggestions received from members of the Board, a close review of the Guidelines and experience in their practical implementation revealed the need to modify and streamline some aspects. Most changes are editorial for purposes of clarity in understanding the Guidelines by all staff.

## 6.3 Specific changes by section and article

32. Recommendations for specific sections of the Guidelines are detailed below. The original and amended text are provided for ease of reference. Recommended changes such as additions, deletions or replacements, within the amended version, are noted in bold font.

- (a) Revision of text in paragraph A.2.1(f) in the section “Principle 02 – General Obligations of the Fund”:

Original text:

*(f) Develop and maintain compensation and personnel management guidelines and practices designed to help create an environment conducive to the high standards of performance required by the Fund in the interests of their member countries; and*

Amendment:

*(f) Develop and maintain compensation and personnel management guidelines and practices designed to help create an environment conducive to the high standards of performance required by the Fund in the interest of **all stakeholders**; and*

- (b) Replacement of text in paragraph B.I.2.2 and insertion of paragraph 2.3 in the section “Policy” under “Human Resources Policies and Duties, Rights and Responsibilities of Staff Members”:

Original text:

*2.2 The staff salaries, allowances and benefits will be maintained at competitive levels based on the salary scales of the Asian Development Bank (ADB), adjusted to the cost and conditions of living at the Fund’s headquarters, and in duty stations outside the Republic of Korea, when applicable.*

Amendment:

*2.2 The **IS** salaries, allowances and benefits will be maintained at competitive levels based on the salary scales of the Asian Development Bank (ADB), adjusted to the cost and conditions of living at the Fund’s headquarters, and in duty stations outside the Republic of Korea, when applicable.*

**2.3 The AS salaries will be maintained at competitive levels based on the salary scales of the locally hired staff of the World Bank (WB) in the Republic of Korea.**

- (c) Replacement of text in paragraph B.I.2.16(b) in the section “Policy” under “Human Resources Policies and Duties, Rights and Responsibilities of Staff Members”:

Original text:

*2.16 The following main benefits will be applicable in line with ADB staff benefits:*

- (a) Travel to the duty station upon appointment and repatriation travel upon separation;*  
*(b) Housing subsidy;*



Amendment:

2.16 *The following main benefits will be applicable in line with ADB staff benefits:*

*(a) Travel to the duty station upon appointment and repatriation travel upon separation;*

*(b) Housing **allowance**;*

- (d) Addition of text in paragraph B.I.2.16 in the section “Policy” under “Human Resources Policies and Duties, Rights and Responsibilities of Staff Members”:

Original text:

*Benefits will be adjusted annually by the Executive Director, taking account of ADB practices. Any exceptions or deviations from ADB benefits will be submitted to the Board for approval.*

Amendment:

*Benefits will be adjusted annually by the Executive Director, taking account of ADB practices **or as and when required**. Any exceptions or deviations from ADB benefits will be submitted to the Board for approval.*

- (e) Deletion of text in paragraph B.I.8.3 in the section “Responsibility” under “Human Resources Policies and Duties, Rights and Responsibilities of Staff Members”:

Original text:

*8.3 Divisions/Offices will keep the relevant personnel in charge of media and communication apprised of their media-related activities. They will assist it in responding to information requests from various audience groups. In its role as resource centre for the region, the Economics and Development Resource Center will collaborate closely with the relevant personnel in charge of media and communication.*

Amendment:

*8.3 Divisions/Offices will keep the relevant personnel in charge of media and communication apprised of their media-related activities. They will assist it in responding to information requests from various audience groups. **In its role as resource centre for the region, the Economics and Development Resource Center will collaborate closely with the relevant personnel in charge of media and communication.***

- (f) Deletion and addition of text in paragraph C.II.5.1 in the section “Eligibility for Appointment Benefits” under “Benefits on Employment”:

Original text:

*5.1 Staff members on fixed-term appointment of two years or more shall be entitled to, at the Fund’s expense, a settlement and installation allowance, salary loans, travel on appointment to the duty station with their eligible dependents (maximum of one spouse and three children) and related benefits, as provided for under Parts 3 and 4 of this Staff Rule, when they move to their duty station from a country other than that of the duty station. Appointment travel of dependents may take place at any time within a year of the appointment date. However, staff members are entitled to appointment travel benefits only for those dependents that will remain at the duty station for at least six months. The six months’ residency requirement shall not apply to dependent children who are attending schools outside the duty station and who receive education assistance from the Fund.*



Amendment:

5.1 Staff members on fixed-term appointment of two years or more shall be entitled to, at the Fund's expense, a settlement and installation allowance, ~~salary loans~~, travel on appointment to the duty station with their eligible dependents (maximum of one spouse and three children) and related benefits, as provided for under Parts 3 and 4 of this Staff Rule, when they move to their duty station from a country other than that of the duty station. Appointment travel of dependents may take place at any time within a year of the appointment date. However, staff members are entitled to appointment travel benefits only for those dependents that will remain at the duty station for at least six months. The six months' residency requirement shall not apply to dependent children who are attending schools outside the duty station and who receive education assistance from the Fund. **In addition, staff members may be entitled to salary advances as appropriate.**

- (g) Transfer of paragraph F.II.4.5 from the section "Part 1. General Travel Benefits under Benefits on Ending Employment" to paragraph C.II.6.2.6 in the section "Types of Appointment Benefits" under "Benefits on Employment":

Original text

6.2.6 Reimbursement of Expenses

- (a) Staff members should keep a record of expenditures with respect to their appointment for which they expect to claim reimbursement from the Fund, and should retain all original documents pertaining to receipts and ticket stubs, shipping invoices and other evidence of expenses actually incurred and paid. Claims for reimbursement may be made by a memorandum to the Support Services Division, attaching the original copy of all the relevant supporting documents.

Amendment:

6.2.6 Reimbursement of Expenses

- (a) Staff members should keep a record of expenditures with respect to their appointment for which they expect to claim reimbursement from the Fund, and should retain all original documents pertaining to receipts and ticket stubs, shipping invoices and other evidence of expenses actually incurred and paid. Claims for reimbursement may be made by a memorandum to the Support Services Division, attaching the original copy of all the relevant supporting documents.

- (b) Reimbursement of incidental expenses will be limited to costs incurred for required pre-employment medical examinations. Reimbursement shall be made only upon presentation of the receipts or other evidence of the expense incurred.**

- (h) Editorial changes, replacement and addition of text in D.II.Appx.1.1.1 in the section "Leave Application and Approval Procedures" under appendix 1 ("Implementing Guidelines on Leave"):

Original text:

1.1 General

Leave applications for the following types of leave must be filed through the Leave Management System (LMS):

- (a) Annual Leave (Including Home Leave):



- (i) Sick leave at the duty station;*
  - (ii) Family/parental leave at the duty station;*
  - (iii) Occasional absence;*
  - (iv) Discretionary time off; and*
  - (v) Advance annual leave up to 10 days.*
- (b) For the following types of leave, a memo must be submitted:*
- (i) Additional sick leave;*
  - (ii) Sick leave or family leave outside the duty station;*
  - (iii) Conversion of annual leave to sick leave/family leave or emergency leave;*
  - (iv) Maternity/extended maternity leave;*
  - (v) Adoption/extended adoption leave;*
  - (vi) Miscarriage leave;*
  - (vii) Emergency leave without travel;*
  - (viii) Expanded Discretionary Time Off (EDTO);*
  - (ix) Administrative leave; and*
  - (x) Special leave with or without pay.*
- (c) Leave applications will be endorsed and approved by the approving authorities*

Amendment:

1.1 General

- (a) Leave applications for the following types of leave must be filed through the Leave Management System (LMS). *Relevant Leave Application forms along with supplementary documents, if any, need to be submitted.***
- (i) Annual Leave (Including Home Leave):**
  - (ii) Sick leave at the duty station;**
  - (iii) Family/parental leave at the duty station;**
  - (iv) Occasional Absence (OA);**
  - (v) Discretionary Time-Off (DTO); and**
  - (vi) Advance annual leave up to **ten (10)** days.**
- (b) For the following types of leave, **written requests** must **also** be submitted.*
- (i) Additional sick leave;*
  - (ii) Sick leave or family leave outside the duty station;*
  - (iii) Conversion of annual leave to sick leave/family leave or emergency leave*
  - (iv) Maternity **Leave (ML)/Extended Maternity Leave (EML);***
  - (v) Adoption **Leave (ADL)/Extended Adoption Leave (EADL);***
  - (vi) Miscarriage/**abortion** leave;*
  - (vii) Emergency/**family/parental** leave **outside of duty station;***



(viii) *Expanded Discretionary Time-Off (EDTO);*

**(ix) Development leave**

(x) *Administrative leave; and*

(xi) *Special leave with or without pay.*

(c) *Leave applications will be endorsed and approved by the approving authorities.*

- (i) Deletion of text and editorial changes in the paragraphs under D.II.Appx.1.1.2(a) in the section “Leave Application and Approval Procedures” under “appendix 1 (“Implementing Guidelines on Leave”):

Original text:

(a) *Annual Leave*

(i) *Staff members must seek the prior approval of the approving authority by applying online through LMS as early as possible to allow sufficient time for the application to be approved. The approving authority may reverse the approval of leave, provided the leave has not commenced and work exigencies warrant such a reversal.*

(ii) *Advance Annual Leave*

1) *Staff members who wish to take advance annual leave must apply online through LMS. The system will allow a negative annual leave balance of up to ten (10) days. This will automatically be charged against the staff member’s entitlement for the following year.*

Amendment:

(a) *Annual Leave*

(i) *Staff members must seek the prior approval of the approving authority by applying ~~online~~ through ~~the~~ LMS as early as possible to allow sufficient time for the application to be approved. The approving authority may reverse the approval of leave, provided the leave has not commenced and work exigencies warrant such a reversal.*

(ii) *Advance Annual Leave*

1) *Staff members who wish to take advance annual leave must apply ~~online~~ through ~~the~~ LMS. The system will allow a negative annual leave balance of up to ten (10) days. This will automatically be charged against the staff member’s entitlement for the following year.<sup>4</sup>*

- (j) Deletion of paragraph D.II.Appx.1.1.2(c)(vi) and insertion of paragraph E.II.5 in the new section “Pension Contribution during Leave without Pay” under “Staff Retirement Plan”:

Original text:

(vi) *As there will be no pay from which to deduct, staff members required to make contributions to the SRP must pay their contribution for the duration of EML within 15 days upon return from EML. The Fund’s corresponding contribution will be deducted from pay in the next payroll following the return from EML. If the staff member does not pay the required staff contribution during the EML, the period of EML will be deducted from eligible service.*

<sup>4</sup> The same changes are applied in other paragraphs throughout Appendix 1 and 2 under the section Leave: “Online” is deleted wherever references to the “LMS (Leave Management System)” appears.



Amendment:

**5. Pension Contribution during Leave without Pay**

**5.1 Staff members returning from leave without pay are required to make contributions to the SRP, within 15 days of return, for the duration of her/his leave of absence without pay. The Fund's corresponding contribution will be deducted from the next payroll following the staff member's return. If the staff member does not pay the required staff contribution, the period of leave without pay will be deducted from eligible service.<sup>5</sup>**

- (k) Replacement of text in paragraph D.II.Appx.1.1.2(h)(iii) in the section "Leave Application and Approval Procedures" under appendix 1 ("Implementing Guidelines on Leave"):

Original text:

*(iii) The AC must ensure that the approved applications for OA or approved request for extension of work hours are properly noted in the Weekly Attendance Record.*

Amendment:

*(iii) The AC must ensure that the approved applications for OA or approved request for extension of work hours are properly noted in the **LMS**.*

- (l) Replacement of text in paragraphs D.II.Appx.1.1.2(i) and (j) in the section Leave Application and Approval Procedures under appendix 1 ("Implementing Guidelines on Leave"):

Original text:

*(i) Discretionary Time-Off (DTO)*

*(i) Staff members eligible for time-off for the duty station holidays missed while on a mission must submit their request online to the leave approving authority in their Divisions/Offices. The Leave Application form must not be used for this purpose.*

*(ii) DTO must be used within three (3) calendar months after return from the mission.*

*(j) Expanded Discretionary Time-Off (EDTO)*

*(i) Applications for EDTO must be submitted for endorsement and approval by the Divisions/Offices using the Application for EDTO form. ACs will forward the approved applications together with the TRA (in the event of extended missions) to the Director, Support Services for verification and recording in the system.*

Amendment:

*(i) Discretionary Time-Off (DTO)*

*(i) Staff members eligible for time-off for the duty station holidays missed while on a mission must submit **a written request** to the leave approving authority in their Divisions/Offices. The Leave Application form must not be used for this purpose.*

*(ii) DTO must be used within three (3) calendar months after return from the mission.*

*(j) Expanded Discretionary Time-Off (EDTO)*

*Application for EDTO must be submitted for endorsement and approval by the Divisions/Offices **through submission of the Leave Application form together with a written request**. ACs will forward the approved application together with the*

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<sup>5</sup> The specific clause regarding pension contribution during Extended Maternity Leave was replaced by a general clause under E.II Staff Retirement Plan for leave without pay to include situations not only limited to Extended Maternity Leave, but also Extended Adoption Leave, Special Leave without Pay, and other similar leave of absences.



**Mission Request Form** (in the event of extended missions) to the Director, Support Services for verification and recording in the system.

- (m) Addition of text to paragraph D.II.Appx.2.1.1 (f) and (g) in the section “Guidelines on Approval of Leave Requiring Medical Certificates” under appendix 2 (“Guidelines on Approval of Leave Requiring Medical Certificates”).

Original text:

(f) Miscarriage Leave

(g) Family leave outside the duty station; and

Amendment

(f) Miscarriage/**abortion** leave

(g) Family/**parental** leave outside the duty station; and

- (n) Replacement of text in paragraph D.II.Appx.2.2.2 in the section “Procedures for Change in Leave Status/Extension of Leave” under appendix 2 (“Guidelines on Approval of Leave Requiring Medical Certificates”):

Original text:

2.2 Any change in the period or dates of leave originally approved must be reported by staff members on the day of return from leave. Staff members may simply delete in LMS any application for leave previously approved but not yet taken and re-apply online for the revised dates. LMS will notify the approver of such deletion and forward the new application to the approving authority for action. Other changes in leave status require submission of a Notification of Change in Leave Status form. After approval by the approving authority, a copy of the approved application must be forwarded to the Director, Support Services for further action and/or adjustment in the LMS.

Amendment:

2.2 Any change in the period or dates of leave originally approved must be reported by staff members on the day of return from leave. Staff members **must submit Notification of Change in Leave Status forms to revise the dates to reflect the actual days of leave.** LMS will notify the approver of such **revision** and forward the new application to the approving authority for action. After approval by the approving authority, a copy of the approved application must be forwarded to the Director, Support Services for further action and/or adjustment in the LMS.

- (o) Replacement of text in paragraph D.II.Appx.2.3.1(a) in the section Procedures for Change in Leave Status/Extension of Leave under appendix 2 (“Guidelines on Approval of Leave Requiring Medical Certificates”):

Original text:

3.1 Conversion of Annual Leave to Unplanned Sick Leave

(a) To convert annual leave to sick leave, staff members must submit a Notification of Change in Leave Status form to the Director, Support Services, supported by proof of a serious health condition/hospitalization, along with a memo documenting the need for such conversion, duly endorsed by the Divisions/Offices.

Amendment:

3.1 Conversion of Annual Leave to Unplanned Sick Leave

(a) To convert annual leave to sick leave, staff members must submit a Notification of Change in Leave Status form to the Director, Support Services, supported by proof of a



*serious health condition/hospitalization, along with a **written request** documenting the need for such conversion, duly endorsed by the Divisions/Offices.<sup>6</sup>*

- (p) Deletion and addition of text in paragraph E.I.4.2 in the section “Salary Structure” under “Compensation and Salary Administration”:

*4.2 The Fund reviews the IS salary structure annually in relation to the Asian Development Bank salary structure changes. Where the review supports a revision of the salary structure, appropriate recommendations are made for approval of changes in the salary structure.*

*4.2 The Fund reviews the IS salary structure annually in relation to the Asian Development Bank salary structure changes **and the AS salary structure in relation to the World Bank salary structure changes, or as and when they are done in the respective organizations.** Where the review supports a revision of the salary structure, appropriate recommendations are made for **the approval of the Executive Director for such** changes in the salary structure.*

- (q) Update of the salary scale in appendix 1 under E.I. “Compensation and Salary Administration”:

Original text:

**Appendix 1: Salary Scale for GCF-IS Effective 1 January 2014**

<b>Internationally Recruited Staff (IS) Salary Structure (in United States Dollars)</b>				
<b>Level<sup>1</sup></b>	<b>Description</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
IS1	Young/Junior Professionals	74,100	81,500	88,900
IS2	Young/Junior Professionals	82,500	94,900	107,300
IS3	Specialist or equivalent	92,200	108,300	124,500
IS4	Specialist or equivalent	108,900	128,000	147,000
IS5	Senior Specialist or equivalent	123,000	147,600	172,200
IS6	Principal Specialist or equivalent	145,300	174,400	203,400
IS7	Manager/Advisor or equivalent	167,600	201,100	234,600
IS8	Director or equivalent	196,300	235,500	274,800
IS9	Deputy Executive Director or Senior Director	229,600	269,800	310,000
IS10	[Executive Director] <sup>2</sup>	257,800	290,000	322,300

Amendment

**Appendix 1: Salary Scale for GCF-IS Effective 1 January 2015**

<b>Internationally Recruited Staff (IS) Salary Structure (in United States Dollars)</b>				
<b>Level<sup>1</sup></b>	<b>Description</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
IS1	Young/Junior Professionals	75,800	83,400	91,000
IS2	Young/Junior Professionals	84,400	97,100	109,700
IS3	Specialist or equivalent	94,300	110,800	127,300
IS4	Specialist or equivalent	111,400	130,900	150,400
IS5	Senior Specialist or equivalent	125,800	151,000	176,100
IS6	Principal Specialist or equivalent	148,700	178,400	208,200
IS7	Manager/Advisor or equivalent	171,400	205,700	240,000
IS8	Director or equivalent	200,800	240,900	281,100
IS9	Deputy Executive Director or Senior Director	234,900	276,000	317,100
IS10	[Executive Director] <sup>2</sup>	263,700	296,700	329,600

<sup>6</sup> The same changes are applied in other paragraphs throughout Appendixes 1 and 2 under Leave: “Written request” replaces wherever the reference to a “memo” appears.



- (r) Deletion of text in paragraph E.III.2.1 in the section “Eligibility” under “Dependency Status and Dependency Allowance”.

Original text:

*2.1 A staff member holding a regular, fixed-term, Young Professional, or Director’s Advisor appointment shall be eligible for a dependency allowance under the terms and conditions set forth in this guideline.*

Amendment:

*2.1 Staff ~~member~~ holding ~~a regular, fixed-term, Young Professional, or Director’s Advisor~~ appointments shall be eligible for a dependency allowance under the terms and conditions set forth in this guideline.*

- (s) Replacement and deletion of text in paragraph E.V.6.2(a) in the section “Education Assistance” under “Education Assistance”:

Original text:

*6.2 Education outside Headquarters*

*(a) The Fund establishes maximum school country limits for the amount of allowable education costs based on the maximum school country limits established by the Fund. Such school country limits are adjusted from time to time to reflect changing education costs. The limits for entitlement periods shorter than the EAY shall be prorated on a monthly basis.*

Amendment:

*6.2 Education outside Headquarters*

*(a) The Fund **implements** maximum school country limits for the amount of allowable education costs based on the **established** maximum school country limits **established by the Fund**. Such school country limits are adjusted from time to time to reflect changing education costs. The limits for entitlement periods shorter than the EAY shall be prorated on a monthly basis.*

- (t) Transfer of paragraph from E.Appx.1 “Implementing Guidelines” to E.VI.4 in the section “Eligibility under Housing Assistance for Internationally Recruited Staff (IS)”:

Original text:

*4.2 A staff member shall not be eligible to receive rental subsidy or claim reimbursement of rental costs for more than one accommodation at any given time.*

Amendment:

*4.2 A staff member shall not be eligible to receive rental subsidy or claim reimbursement of rental costs for more than one accommodation at any given time.*

***4.3 Eligibility for the rental allowance at Headquarters (HQ) shall start upon arrival in the Republic of Korea (check-in at hotel or occupancy of a residence) but no earlier than the date of transfer to HQ, inclusive of travel time.***

- (u) Deletion of text in paragraph F.II.6.2 in the section “Responsibility” under “Benefits on Ending Employment”:

*6.2 The Support Services Division is responsible for payment of authorized travel and settlement expenses, for disbursement of salary loans on arrival, for ensuring that the Fund receives suitable evidence of undertakings by the staff members, for the repayment of loans and interests, and for arranging appropriate schedules for the repayment of loans and collection of interest through withholding authorized salary deductions.*



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6.2 The Support Services Division is responsible for payment of authorized travel and settlement expenses, ~~for disbursement of salary loans on arrival, for ensuring that the Fund receives suitable evidence of undertakings by the staff members, for the repayment of loans and interests, and for arranging appropriate schedules for the repayment of loans and collection of interest through withholding authorized salary deductions.~~

## Annex : Draft decision of the Board

The Board, having considered the information contained in document GCF/B.11/19 titled “Updated administrative guidelines on human resources”:

- (a) Takes note of the recommendations made by members of the Board and the clarifications provided by the Secretariat;
- (b) Also takes note of the revised salary structure of the Asian Development Bank and the study conducted on the cost-of-living;
- (c) Decides that the salary structure of the GCF is updated as per the revised scales of the Asian Development Bank as updated in the administrative guidelines on human resources;<sup>1</sup>
- (d) Authorizes the Secretariat to update future salary scales in accordance with any updates of salary scales by the Asian Development Bank for internationally recruited staff and by the World Bank (Korea Office) for locally recruited staff;
- (e) Notes that the Secretariat will apply more flexibility to appoint staff on a broader range, between minimum and midpoint, on each salary level, based on a gradual negotiation which starts at the minimum; and
- (f) Approves the revised administrative guidelines on human resources.

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<sup>1</sup> These Guidelines are for limited distribution and copies will be available to members of the Board in advance of the eleventh meeting of the Board B.11.