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## **IFAD Strategy on Diversity, Equity and Inclusion: Annual Report**

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Executive Board — 135<sup>th</sup> Session  
Rome, 25-27 April 2022

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**For: Review**

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## Executive summary

1. IFAD's Strategy on Diversity, Equity and Inclusion (DEI) was approved by the Executive Board in December 2021. Implementation of the strategy has started according to a three-phased approach described below. In compliance with section VII of the strategy, Management must present an annual report and update to the Executive Board in April of each year, beginning in 2022. This annual report is therefore intended to provide an update on progress in implementing the DEI Strategy, particularly as concerns phases I (2021) and II (2022) of the implementation plan.
2. Since its inception in 2021, the DEI Working Group (DEI WG) has held four meetings as well as many e-consultations. Going forward, DEI WG meetings are envisaged in at least every quarter, when IFAD DEI advocates may be invited to foster coordination and knowledge exchange across IFAD.
3. In this regard, following the adoption of terms of reference for the DEI advocates, the DEI WG has begun identifying and nominating these figures. The WG invited IFAD's department heads to identify suitable staff both at headquarters and at the regional/country levels. A list of DEI advocates was compiled, with extensive representation in terms of role, grade, age, nationality and location, in line with the Fund's DEI commitments.
4. Following the approval of the strategy, the Fund benchmarked its DEI Strategy with another UN entity. The main takeaway was the need to establish a subset of disaggregated indicators in addition to high-level indicators on gender, nationality and personnel category.
5. The benchmarking consultations also showed that IFAD is in the lead, having adopted a formal approach on diversity, equity and inclusion, through an approved framework in the form of the DEI Strategy. This emphasizes IFAD's pioneering approach, setting the example for other entities interested in promoting and achieving DEI.
6. Finally, the DEI WG further refined the key performance indicators scorecard, in light of comments received from the Executive Board during its December 2021 session. The results and analysis section highlighted a promising outlook on most indicators. A detailed breakdown also revealed critical areas for further DEI WG analysis and intervention – specifically on gender distribution per staff category and location. Subsequent actions will need to strike a balance between ensuring that recruitment remains competitive, on the one hand, and integrating the DEI commitments, on the other.

## I. Background

1. Diversity, Equity and Inclusion (DEI) underpins IFAD's core values of integrity, respect, professionalism and focus on results as well as its vision and mission. It reflects the fundamental importance the Fund attaches to employing a diverse, equitable and inclusive workforce. Additionally, DEI is an essential driver of innovation and an enabler of recovery and resilience in the face of risks and downturns: research indicates that diverse organizations – especially those where diversity is driven by corporate leadership – are more likely to outperform non-diverse entities.<sup>1</sup> Moreover, a diverse, equitable and inclusive workforce is a powerful force for attracting and retaining talent.
2. For IFAD specifically, committing to, and achieving, DEI will recognize the diverse nature of IFAD's Membership and workforce, help to better serve and respond to the needs of IFAD's beneficiaries and, in turn, maximize the impact of the Fund's work.
3. IFAD's DEI Strategy was approved by the Executive Board in December 2021. It was the result of an inclusive consultative process between IFAD Management and staff, other United Nations entities and international financial institutions (IFIs), and Member States.
4. The DEI Strategy will be implemented according to a three-phase approach, described below. In compliance with section VII of the DEI Strategy, Management will present an annual report and update to the Executive Board in April of each year, beginning in 2022. The present report is therefore meant to provide an update on the progress of implementation of the DEI Strategy, particularly concerning phases I (2021) and II (2022) of the implementation plan.

## II. Progress update

### A. Phases I and II (Q4 2021 and Q1 2022)

5. IFAD laid the groundwork required for phase I in Q4, 2021. As a result, considerable progress had been achieved for both phases I and II by the time this document was prepared.
6. So far, four DEI Working Group (DEI WG) meetings chaired by the Associate Vice-President, Corporate Services Department, have been held since the group started in Q2 2021. To foster coordination and knowledge exchange across IFAD, the DEI WG meetings will be held at least every quarter to monitor implementation of the DEI Strategy and consolidate findings from previous quarters. At the meetings, IFAD's DEI advocates may also be invited to share their experiences, signal overall progress at headquarters and in regions/countries, report on challenges and areas for improvement, and pass on any feedback received from colleagues. The DEI WG will deliver its findings to the Executive Management Committee (EMC) on a regular basis – ensuring that all EMC members remain fully engaged in championing DEI across the organization.
7. For a more integrated approach, and in keeping with IFAD's commitment to a work environment free of all forms of harassment and discrimination, and with its zero tolerance policy on sexual harassment/sexual exploitation and abuse (SH/SEA), a compact for directors and Senior Management is being developed. This will reiterate their duties and responsibilities in this respect.<sup>2</sup>

<sup>1</sup> Sundiatu Dixon-Fyle, Vivian Hunt, Kevin Dolan, Sara Prince, *Diversity Wins: How Inclusion Matters* (McKinsey and Company, May 2020).

<sup>2</sup> This compact is also included in the SH/SEA 2022-2023 Action Plan.

8. IFAD is also committed to the United Nations Disability Inclusion Strategy and has been regularly reporting progress on its implementation under the entity accountability framework since 2020.

## **B. DEI advocates**

9. The process of developing the DEI advocates' role and nominations began in November 2021. The DEI WG invited IFAD's department heads to identify staff that could act as DEI advocates at headquarters and at the regional/country levels.
10. Emphasis was placed on broad representation of staff categories (National Professional Officers, International Professionals and General Service). A list of 14 DEI advocates was compiled, with extensive representation in terms of role, grade, age, nationality and location, in line with the Fund's DEI commitments.
11. As a result of extensive discussions, the terms of reference for the DEI advocates were adopted by the DEI WG (see appendix III). The next steps will include official nomination of the DEI advocates and the planning of an orientation session in Q2 2022. Going forward, IFAD will also design a dedicated training course for the DEI advocates.

## **C. Benchmarking with United Nations agencies and IFIs**

12. As highlighted in the DEI Strategy, a benchmarking exercise was conducted with other United Nations entities and IFIs, which led to the establishment of a key performance indicator (KPI) scorecard (presented to the Executive Board in December 2021). While the strategy applies to both staff and non-staff, the Working Group discussed in detail diversity-related KPIs and agreed to keep the reporting at the overall staff level as a result of benchmarking with United Nations agencies and IFIs.
13. Following the approval of the DEI Strategy, and in line with the activities set out in phase I of the implementation plan, the Fund reached out to another United Nations entity (the United Nations Office for Project Services) to see how other agencies are tracking KPIs and defining the roles of DEI champion figures similar to IFAD's DEI advocates.
14. Overall, the main takeaways from the process highlighted the need to establish not only high-level KPIs for monitoring and reporting purposes but to create a subset of additional disaggregated indicators, including on gender, nationality and personnel category. This responded to Member State recommendations presented during the December 2021 Executive Board session.
15. The consultations also revealed that IFAD leads in adopting a formal approach on DEI, through its dedicated strategy. In addition, IFAD is also a pioneer in appointing DEI advocates to promote the DEI agenda at both headquarters and regional/country levels. In fact, apart from one IFI – which provides for diversity and inclusion advocates – no such specific figures exist in other entities. In the few cases where roughly similar roles do exist, these are tied to a specific kind of diversity (e.g. gender, disability). This emphasizes IFAD's pioneering approach in this field.

## **III. Key performance indicators – results and analysis**

16. The DEI WG has further refined the KPIs initially formulated in the light of comments from the Executive Board during its December 2021 session (the original KPIs scorecard, the revised KPIs scorecard and disaggregated indicators are now included in appendix I). In this regard, outcome indicator 4 on geographical representation has now been split into two targets with distinct timeframes (2025 and 2030).
17. Furthermore, for ease of monitoring and progress reporting, disaggregated data for outcome indicators 1 (women's representation at senior level); 2 (gender parity in

all grades); and 4 (increased representation of List B and C countries) are analysed and reported on below. These indicators take into account all IFAD staff in headquarters and the field), including short-term, fixed-term, continuing and indefinite appointments. Individuals holding non-staff contracts are reported on separately.

18. While disaggregated data for Junior Professional Officers (JPOs) have already been included in the analysis, it is important to note that JPOs and, in certain cases, interns are offered to IFAD as a result of bilateral arrangements with Member States and educational institutions. Considering this, IFAD does not have any control over ensuring geographical representation and gender parity in these categories. As highlighted in the past, IFAD encourages Member States to sponsor interns and JPOs of List B and C countries so as to enhance diversity. In the case of consultants, with greater decentralization and teleworking opportunities, IFAD hopes to attract greater diversity in this category as well.
19. Considering that IFAD will present annual updates to the Executive Board on these particular indicators, it will be possible to monitor progress starting from 2023 onwards, treating 2022 as the baseline. Additionally, where the same data were reported in the previous Executive Board update on Diversity at IFAD<sup>3</sup> in April 2021,<sup>4</sup> 2021 data will be presented to indicate progress since then.
20. For the results and analysis that follow, data on the charts are reported effective as of 1 January of the year under consideration, unless otherwise indicated. Additionally, the following definitions have been adopted:<sup>5</sup>
  - (i) **All workforce:** all categories of staff on fixed-term, continuing and indefinite appointment, staff on short-term contracts, Junior Professional Officers (JPOs), non-staff.
  - (ii) **Fixed-term (FT) staff:** all categories of staff on fixed-term, continuing and indefinite appointment, excluding JPOs.
  - (iii) **Short-term (ST) staff:** staff on short-term contracts.
  - (iv) **International Professional (IP) staff:** internationally recruited staff belonging to the definition of "FT staff" above, in the IP and higher categories (including Directors, Associate Vice-Presidents and the Vice-President).
  - (v) **National Professional (NP) staff:** nationally recruited staff belonging to the definition of "FT staff" above, in the NP Officer category.
  - (vi) **General Service (GS) staff:** nationally recruited staff belonging to the definition of "FT staff" above, in the General Service category, located in headquarters and in the field.
  - (vii) **Non-staff:** consultants, interns and other individuals holding a non-staff contract (i.e. conference service providers, teachers, special service agreement holders, and fellows).<sup>6</sup>
  - (viii) **Headquarters and liaison offices:** staff located in Rome and the IFAD liaison offices (New York, Washington, Riyadh, and Yokohama).
  - (ix) **Field:** staff located in all non-headquarter and liaison offices' duty stations.

<sup>3</sup> Diversity at IFAD (EB 2021/132/R.4).

<sup>4</sup> Minor discrepancies in data reported for 2021 are due to adjustments in the headcount of staff on supplementary-funded positions.

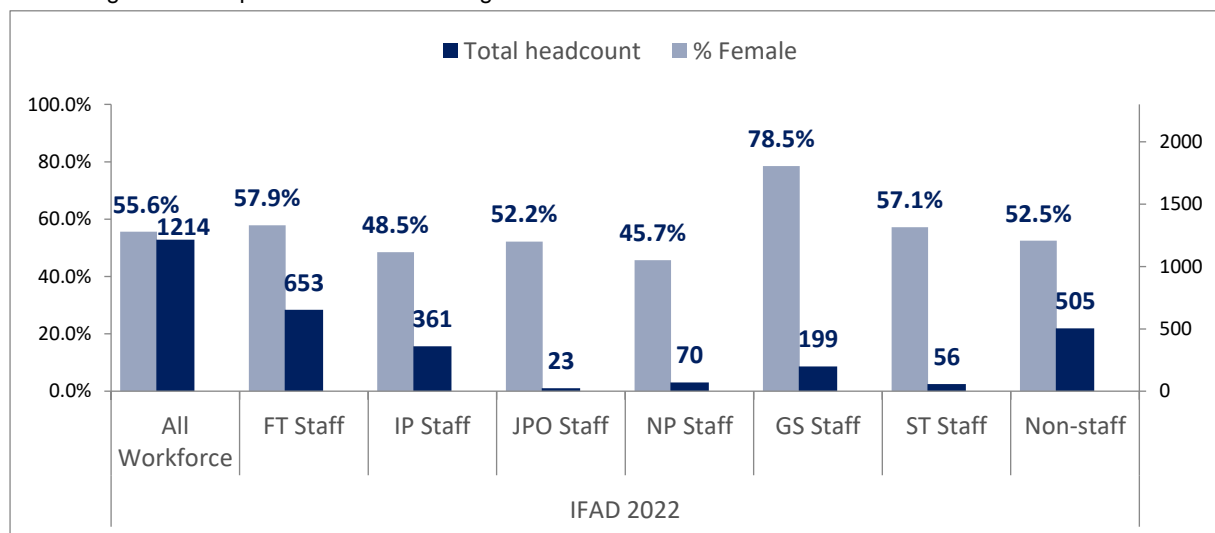
<sup>5</sup> Exclusions: staff on co-terminus contracts, staff from hosted entities, service contract holders, staff on special agreements, staff on special leave without pay, staff on special leave with full pay for administrative purposes, the President of IFAD and the Director of the Independent Office of Evaluation of IFAD.

<sup>6</sup> In order to ensure a more appropriate reflection of real figures, the number of non-staff is reported as of 1 February of the year under consideration.

## A. Gender outcome indicators

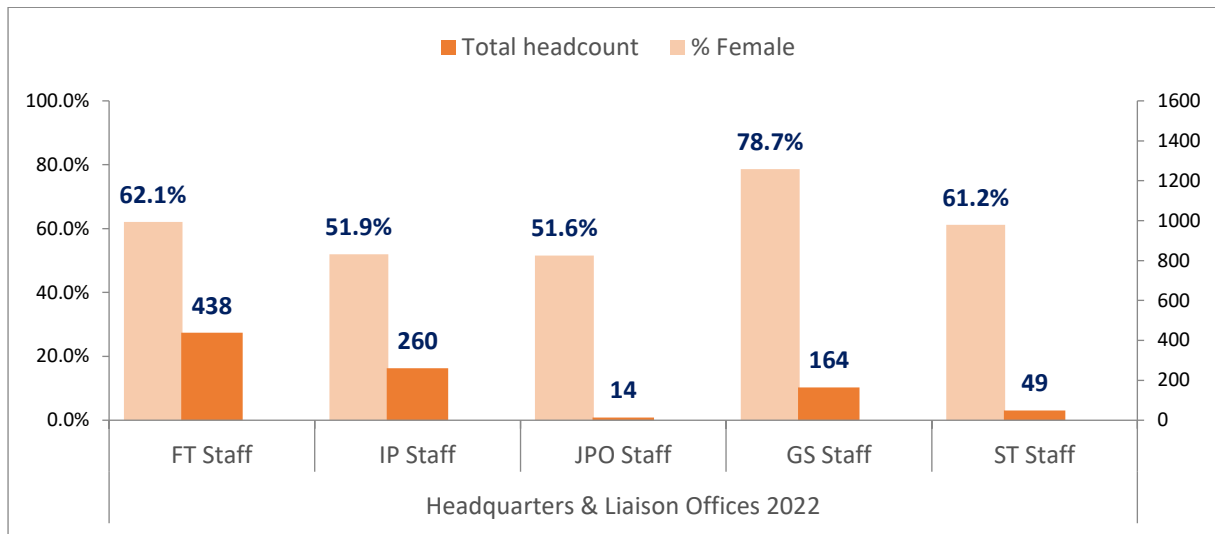
21. The Human Resources Division monitors several key indicators on diversity and workforce composition for the Results Management Framework and the Report on IFAD’s Development Effectiveness. These include the percentage of female FT staff and of female individuals on non-staff contracts, as well as the percentage of female staff in the IP and higher categories at P-5 grade and above.
22. As requested by the Executive Board, disaggregated data on the percentage of women represented in all staff and non-staff categories are presented below (figure 1). Additionally, the female representation in all-staff-only categories by location is shown in figures 2 and 3. As can be seen in figure 1, the percentage of female representation in all IFAD’s workforce is 5.6 per cent above gender parity (i.e. 56 per cent). Since the IP staff and NP staff categories appear slightly below parity (48.5 per cent and 45.7 per cent, respectively), the imbalance in all workforce is evidently driven by an over-representation of women in the GS staff category (78.5 per cent) and, to a lesser extent, in non-staff (52.5 per cent) and ST staff (57.1 per cent). This finding is further corroborated by the percentage of women in the FT staff category (57.9 per cent), which does not account for non-staff, and, therefore, may only be ascribed to the imbalance in the GS staff category.

**Figure 1**  
Percentage female representation in all categories



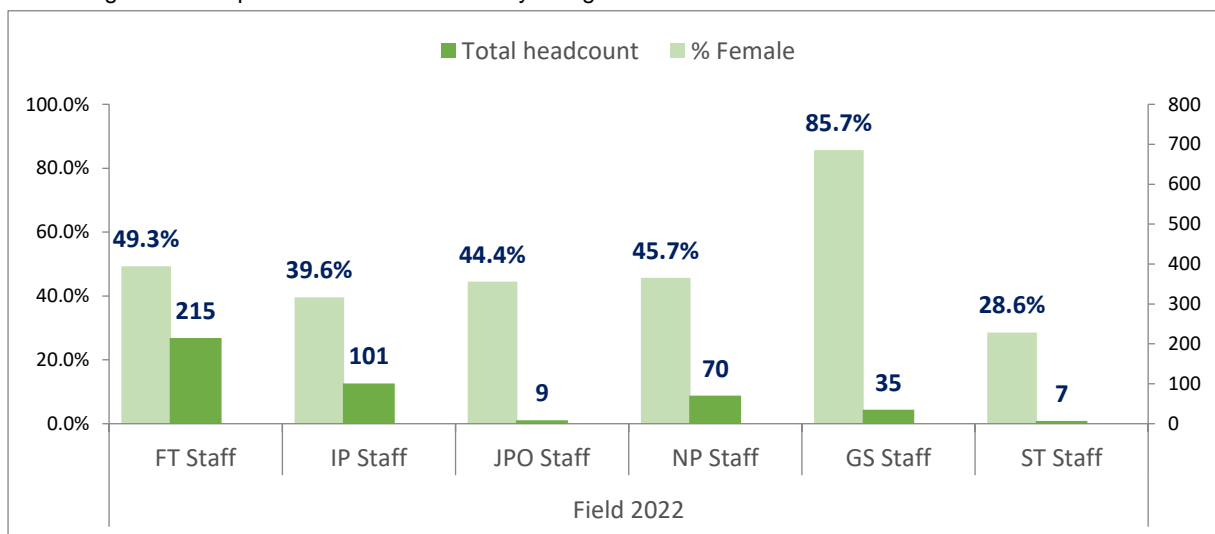
23. Figure 2 below on headquarters and liaison offices’ distribution of female staff shows a gender pattern similar to that across the whole of IFAD. The gender disproportion in FT staff is slightly more pronounced, driven by a higher percentage of women present in the underlying categories, and the lack of any offsetting effect from NP staff.

**Figure 2**  
Percentage female representation in all-staff-only categories



24. Lastly, figure 3 displays the distribution of female staff in the field. Whereas FT staff almost strikes gender parity (49.3 per cent), the category breakdown suggests this is due to a starker disparity between underrepresentation in the IP staff, NP staff and ST staff categories, on the one hand, and over-representation in the GS staff category, on the other.

**Figure 3**  
Percentage female representation in all staff-only categories



25. Figures 1, 2 and 3 highlight that the Fund is heading in the right direction with regard to gender parity in the IP staff category (at headquarters and in the liaison offices), and in the NP staff and non-staff categories. As part of its employee value proposition (EVP) communication plan – aimed at strengthening IFAD’s employer brand, engaging its audience and building a network of relevant profiles for the Fund – IFAD will continue to focus on this element through targeted recruitment and internal mobility, aimed at balancing the gender distribution of regional IP staff and, more markedly, the GS staff categories.

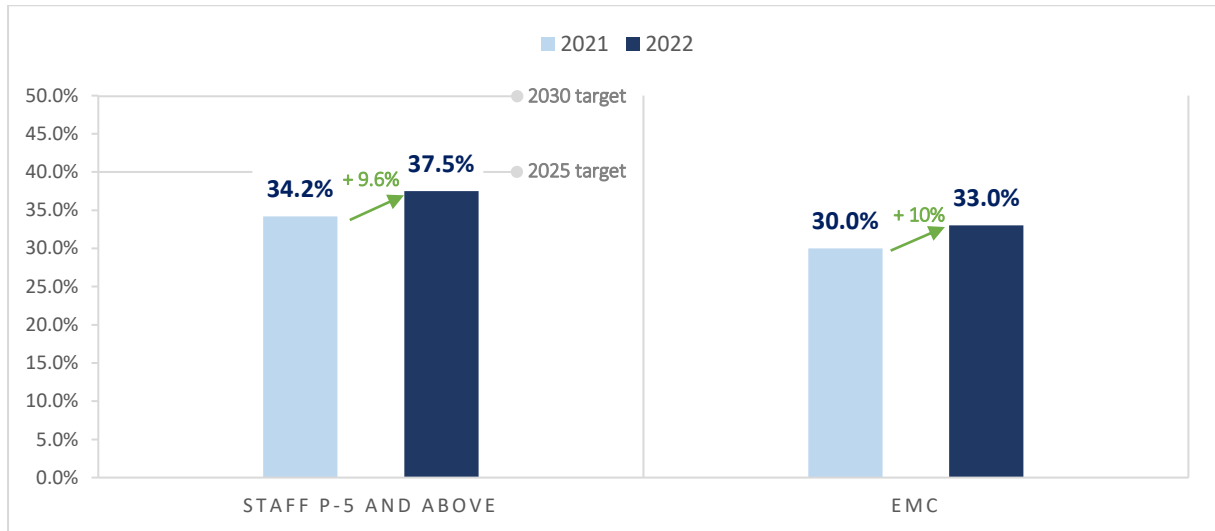
26. Figure 4 below shows the trend in representation of women at P-5 and above levels and in the EMC over 2021/2022. The EMC is composed of the President (Chair),



Vice-President, Associate Vice-Presidents, and the Chief of Staff. It should be noted that categories P-5 and above include members of the EMC.

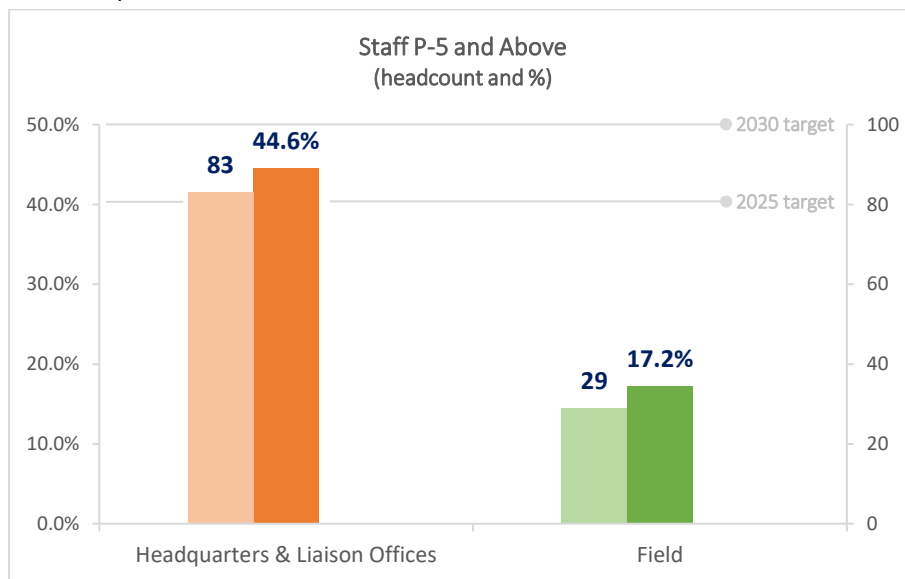
- 27. Female representation in positions P-5 and above increased from 34.2 per cent in 2021 to 37.5 per cent in 2022. In absolute terms, the percentage of female staff members at P-5 and above increased from 39 to 42 per cent in the same period. Similarly, female representation in the EMC increased from 30 per cent in 2021 to 33 per cent in 2022.

**Figure 4**  
Female representation at senior level



- 28. As far as female staff representation at grade P-5 and above for headquarters and liaison offices and in the field, figure 5 below highlights that at headquarters and liaison offices, 44.6 per cent of staff in senior positions are women. On the other hand, it also shows that more effort to ensure diversity is needed in the regions, where less than one in five professionals at grade P-5 and above are women (17.2 per cent).

**Figure 5**  
Female representation at senior level



## B. Capacity outcome indicators

29. As far as outcome indicator 3 (capacity assessment and development) of the revised KPIs scorecard is concerned, IFAD will continue to ensure it is sustained until 2023 and beyond (table 1).

**Table 1**

Key performance indicator 3 on capacity

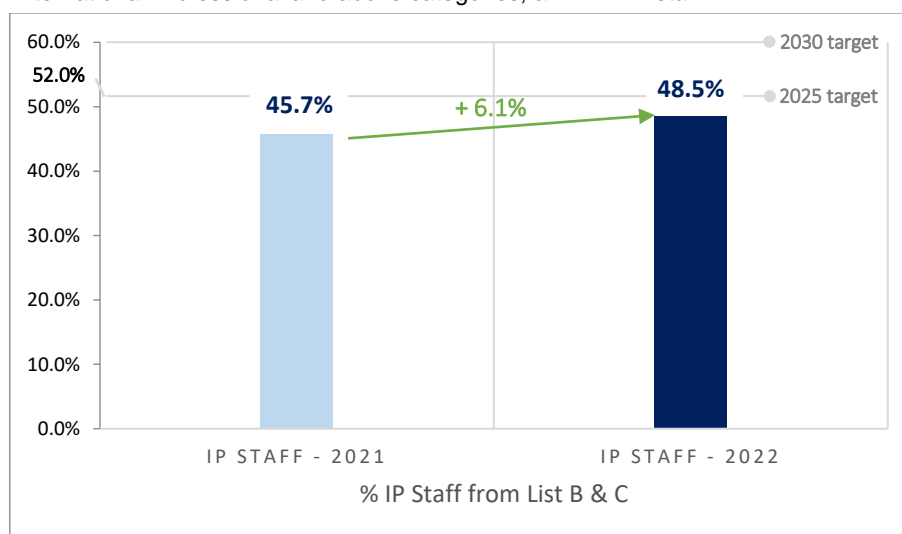
	Capacity outcome indicators	Targets	Baseline	Status	Timeline
3	Capacity assessment and development – percentage of supervisors trained in mandatory training on gender bias	100%	100%	Complete (sustain)	2023

## C. Geographical representation outcome indicators

30. As part of its geographical representation strategy, IFAD has made every effort to ensure staff diversity. To achieve this, IFAD has conducted targeted recruitment campaigns and outreach initiatives in accordance with a structured EVP communication plan. In addition, IFAD's recruitment team ensures adherence to the Fund's Human Resources Implementing Procedures, which require that at least one third of qualified candidates in the shortlists for vacant positions must be from Lists B and C countries (combined).
31. As a result of IFAD's commitment, the Fund's representation of IP staff from List B and C countries has kept increasing. On top of the 17 per cent increase over the 2017–2021 period reported in last year's diversity update,<sup>7</sup> the Fund has seen this category increase from 45.7 per cent in 2021 to 48.5 per cent in 2022 (figure 6).

**Figure 6**

International Professional and above categories, all IFAD IP staff

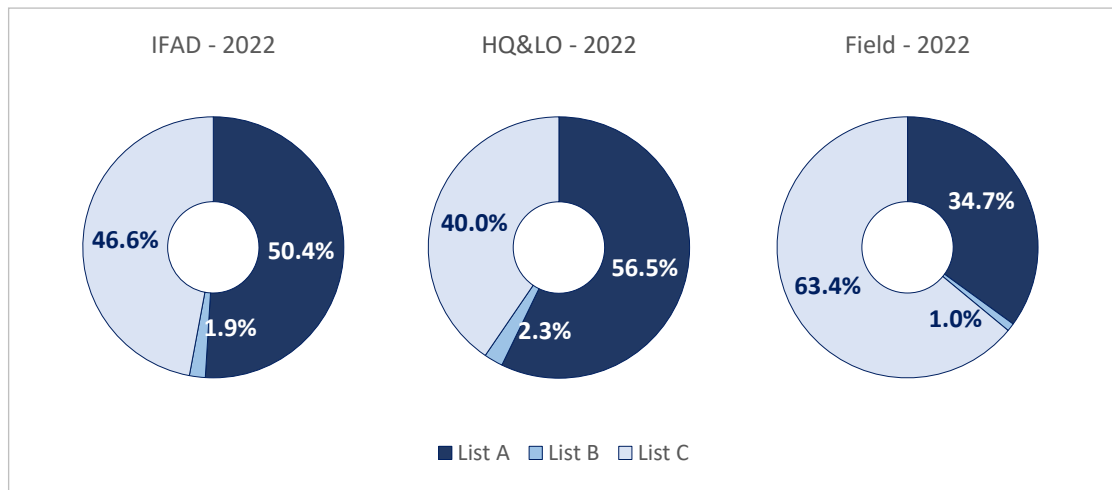


32. In terms of Lists A, B and C, IFAD IP staff representation at different locations (figure 7), List A nationals represent the majority of personnel across all of IFAD and headquarters (50.4 per cent and 56.5 per cent, respectively). On the other hand, in line with IFAD's DEI Strategy of greater response to the needs of its beneficiaries, List C and List B nationals represent 64.4 per cent of IP staff in the field (63.4 per cent List C plus 1 per cent List B). Therefore, the first steps towards meeting the objective set for 2025 (52 per cent representation of List B and List C countries as indicated in appendix I, table B )<sup>8</sup> will focus on increasing List B and C nationals in headquarters and liaison offices.

<sup>7</sup> Diversity at IFAD (EB 2021/132/R.4).

<sup>8</sup> See item 4 of the revised DEI KPI scorecard in appendix I.

**Figure 7**  
IP and above categories country list representation by location\*



\* Minor percentages of staff from non-Member States not included.

## IV. Conclusion

33. The results and analysis section has highlighted a promising outlook for the Fund on most indicators. The detailed breakdown has also revealed critical areas for further DEI WG analysis and intervention – specifically as concerns gender distribution per staff category and location. Targeted recruitment and mobility efforts will be examined to address the gender disproportion (in women’s favour) in GS staff. In turn, this will require a counterbalancing effort for the IP staff category, especially targeted towards regional offices and P-5 and above.
34. Subsequent actions will therefore need to strike a balance between ensuring that recruitment remains competitive, on the one hand, and integrating the DEI commitments, on the other.

# Revised DEI KPIs scorecard and disaggregated indicators

Table A DEI KPIs Scorecard Presented during the December 2021 Executive Board Session

	Description	Unit	Baseline 2021	Target	Direction
1	Women representation at senior level (percentage of women in international Professional staff positions – P-5 and above)	%	34.2	40 (by 2025) 50 (by 2030)	↑
2	Gender parity in all grades (percentage of male and female staff in all grades)	%	58.2	50 (by 2030)	↓
3	Capacity assessment and development – percentage of supervisors trained in mandatory training on gender bias	%	100	100	Sustain
4	Increased representation of List B & C countries (staff)	%	45.7	55 (by 2023)	↑
5	Staff engagement index (GSS) with DEI-specific indicators, e.g. agreement with the statement: “All IFAD employees are treated with respect”	%	72	80 (by 2023)	↑
<b>*Subject to periodic review during DEI Strategy implementation</b>					

Notes: Red text indicates revisited portions of the KPIs scorecard.

Table B Revised DEI KPIs Scorecard

	Indicators	Targets	Baseline 2022	Status	Timeline
<b>Gender outcome indicators</b>					
1	Women representation at senior level (percentage of women in International Professional staff positions – P-5 and above)	40%	37.5%	On track	2025
		50%			2030
2	Gender parity in all grades (percentage of male and female staff in all grades)	50%	57.9%	On track	2030
<b>Capacity outcome indicators</b>					
3	Capacity assessment and development – percentage of supervisors trained in mandatory training on gender bias	100%	100%	Complete (sustain)	2023
<b>Geographical representation outcome indicators</b>					
4	Increased representation of List B & C countries (staff)	52%	48.5%	On track	2025
		60%			2030
<b>Equity and inclusion outcome indicators</b>					
5	Staff engagement index (Global Staff Survey – <b>GSS</b> ) with DEI-specific indicators, e.g. agreement with the statement: “All IFAD employees are treated with respect”	80%	72% (2018) <sup>9</sup>	On track	2023
<b>*Subject to periodic review during DEI Strategy implementation</b>					

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<sup>9</sup> The next GSS, which includes the staff engagement index, will be launched in Q2, 2022.

Table C Gender Distribution KPIs by location, status and grade

Gender - Baseline	IFAD 2022												
	All workforce	FT Staff	IP Staff	NP Staff	GS Staff	ST Staff	JPOs	Non-Staff	Senior level (P-5 and above)	EMC			
% of female	55.6%	57.9%	48.5%	45.7%	78.5%	57.1%	52.2%	52.5%	37.5%	33.3%			
Total	1214	653	361	70	199	56	23	505	112	9			
Gender - Baseline	Headquarters 2022						FIELD 2022						
	FT Staff	IP Staff	GS Staff	ST Staff	JPOs	Senior level (P-5 and above)	FT Staff	IP Staff	NP Staff	GS Staff	ST Staff	JPOs	Senior level (P-5 and above)
% of female	62.1%	51.9%	78.7%	61.2%	51.6%	44.6%	49.3%	39.6%	45.7%	85.7%	28.6%	44.4%	17.2%
Total	438	260	164	49	14	83	215	101	70	35	7	9	29

Table D Nationality Distribution KPIs by location, status and grade

% Nationality - Baseline	IFAD 2022						
	All workforce	IP Staff	ST Staff	JPOs	Non-Staff	Senior level (P-5 and above)	EMC
% List A	54.2%	50.4%	75.0%	87.0%	54.3%	55.4%	77.8%
% List B	2.7%	1.9%	0.0%	0.0%	4.0%	1.8%	0.0%
% List C	42.7%	46.5%	23.2%	13.0%	41.8%	42.0%	22.2%
Total	1214	361	56	23	505	112	9
% List C1 (Africa)	19.4%	22.2%	10.7%	8.7%	16.4%	23.2%	0.0%
% List C2 (Europe, APR)	13.8%	15.2%	3.6%	4.4%	14.7%	9.8%	22.2%

% List C3 (LAC)	9.5%	9.1%	8.9%	0.0%	10.7%	8.9%	0.0%
Total List C	518	168	13	3	211	47	2
	<b>Headquarters 2022</b>						
	IP Staff	JPOs	ST Staff	Non-Staff	Senior level (P-5 and above)		
% List A	56.5%	92.9%	77.6%	60.9%	60.2%		
% List B	2.3%	0.0%	0.0%	2.6%	2.4%		
% List C	40.0%	7.1%	20.4%	36.5%	36.1%		
Total	260	14	49	422	83		
% List C1 (Africa)	15.4%	0.0%	10.2%	14.9%	16.9%		
% List C2 (Europe, APR)	15.8%	7.1%	2.0%	10.9%	12.1%		
% List C3 (LAC)	8.9%	0.0%	8.2%	10.7%	7.2%		
Total List C	104	1	10	154	30		
	<b>FIELD 2022</b>						
	IP Staff	JPOs	NP Staff	ST Staff	Senior level (P-5 and above)		
% List A	34.7%	77.8%	0.0%	57.1%	41.4%		
% List B	1.0%	0.0%	4.3%	0.0%	0.0%		
% List C	63.4%	22.2%	95.7%	42.9%	58.6%		
Total	101	9	70	7	29		
% List C1 (Africa)	39.6%	22.2%	57.1%	14.3%	41.4%		
% List C2 (Europe, APR)	13.9%	0.0%	25.7%	14.3%	3.5%		
% List C3 (LAC)	9.9%	0.0%	12.9%	14.3%	13.8%		
Total List C	64	2	67	3	17		

# DEI implementation plan

## DEI Implementation Plan – Phases I & II – Q4 2021 & 2022

ACTION ITEMS		Activities	2021	2022			
			Q4	Q1	Q2	Q3	Q4
1.	CONSOLIDATE CURRENT DEI ACTIVITIES AND DEVELOP NEW INITIATIVES; IDENTIFY KPIS (BENCHMARK WITH IFIS & UN)	First benchmarking meeting.					
		Review vacancy notices to identify and address bias in language (deliverable within the UNDIS).					
2.	APPROVE DEI ADVOCATES TORS	Share updated DEI advocate ToRs with DEI WG and seek approval.					
		Identification and nomination of DEI advocates.					
		Share the ToRs with nominated DEI advocates.					
		DEI Advocates to revise PES to include “corporate initiative” item for their role starting from the 2022 cycle.					
		Plan and roll out orientation session for DEI advocates.					
3.	THE DEI WORKING GROUP WILL REVISE THE KPI SCORECARD AND IDENTIFY DESIRED OUTCOMES	Address Member States comments and revise KPIs.					
		Revised KPIs.					
4.	MANAGEMENT WILL PRESENT AN ANNUAL REPORT AND UPDATE TO THE EXECUTIVE BOARD IN APRIL 2022	Draft April EB update, addressing Member States comments from 134 EB and presenting baseline / target KPIs.					
		Presentation of Annual Report at the April Executive Board.					
5.	ESTABLISHMENT OF A MECHANISM BY THE DEI WG FOR COORDINATION AND KNOWLEDGE EXCHANGE ACROSS IFAD (HQ & ICOS)	Institute a DEI Network consisting of DEI WG members and DEI advocates for knowledge exchange through quarterly working group meetings.					
6.	MANAGEMENT COMPACTS	Senior Management compacts countersigned.					
7.	UPDATE GSS 2022 SURVEY QUESTIONS	Include new questions in forthcoming GSS 2022 (specifically, Staff Engagement Index) to evaluate inclusion and equity dimensions.					
8.	AWARENESS TRAINING READY FOR ROLL OUT IN 2023 AS A MANDATORY REQUIREMENT	Identify and roll out awareness training (e.g. inclusive language in the workplace, addressing unconscious bias, etc.).					



## **DEI Advocate TORs**

### **Diversity, Equity and Inclusion (DEI) Advocates in IFAD**

### **Terms of Reference**

#### **Background**

In April 2021, IFAD presented a Report on diversity at IFAD to the Executive Board (EB). At the same EB session, Management agreed to report to the Board regularly – at the first Board session of each year – on the evolution and development of the composition and diversity of IFAD’s workforce and to present an IFAD statement of commitment to diversity, equity and inclusion (DEI) along with a high-level framework to the Executive Board for review. The EMC subsequently advised to develop the ‘IFAD Strategy on Diversity, Equity and Inclusion’ to strengthen and promote DEI within IFAD, which was approved by the EB in December 2021 (the DEI Strategy). The DEI Strategy is grounded on the importance for IFAD to better reflect the diversity of its membership, as well as align with similar initiatives already implemented by UN organizations (World Food Programme) and IFIs (World Bank and International Finance Corporation) – and to reinforce the Fund’s image as an employer of choice.

DEI underpin IFAD’s core values (i.e. integrity, respect, professionalism and focus on results), vision and mission. Committing to and achieving DEI will recognize the diverse nature of IFAD’s membership and workforce and, in turn, help to better serve and be responsive to the needs of IFAD’s beneficiaries. Therefore, the objective of the DEI Strategy is to embed DEI into every aspect of IFAD’s workplace culture and workforce. This enables a culture of mutual respect and accountability to further develop, leading to a safe and affirming work environment for IFAD personnel; one where everyone can contribute to their fullest potential, drawing on their unique perspectives to help achieve IFAD’s mandate.

For the DEI Strategy to be effective, it must be implemented homogeneously throughout IFAD, including ICOs. It is essential to demonstrate – to the Member States, workforce, beneficiaries and other stakeholders – the depth of IFAD’s commitment to improving and strengthening DEI within the organization.

Within this model, the DEI Working Group has established the role of “DEI advocates” at IFAD. Nominated in HQ and at the regional/country level, DEI advocates will be instrumental in widely disseminating the DEI Strategy. Representation of DEI advocates from the ICOs will support IFAD’s decentralization plan and ensure promotion of the DEI Strategy in all regions and at country level.

#### **Eligibility Requirements:**

DEI advocates must hold a staff contract with IFAD, with a minimum duration of at least two years (please refer to modalities of work section below), and may be either Internationally or Nationally recruited Professionals or General Service staff.

DEI advocates will be required to undergo training to assist them in performing the role (some guidance/information is provided in Annex I).

#### **Roles and responsibilities of a DEI Advocate:**

All DEI advocates will act as DEI role models throughout the implementation of the DEI Strategy, and should exhibit the highest ethical conduct and sensitivity to DEI aspects; as well as integrity, objectivity; excellent team work and interpersonal and communication

skills. The DEI advocates will carry out the following tasks to support the implementation of the DEI Strategy in their department/region/country:

- Act as a reference point on the DEI Strategy in their department/region/country;
- Organize DEI awareness-raising initiatives and ensure that colleagues in their department/region/country have access to existing and future tools, materials and resources about practices and initiatives on DEI;
- Keep abreast of initiatives and activities carried out by existing IFAD taskforces and working groups on topics such as gender, sexual harassment & sexual exploitation and abuse, hate speech, racism and discrimination etc.;
- Contribute to identifying gaps and needs at departmental/regional/country levels and share experience with the DEI Working Group to implement tailored initiatives if and when required;
- Upon request, participate in the DEI Working Group meetings.

### **Modalities of work**

In line with the DEI Strategy, DEI advocates will be nominated in HQ and at the regional/country level for a term of 2 years. Starting from the 2022 cycle, the DEI advocates will have to reflect the responsibilities assigned to them in the annual Performance Evaluation System (PES) as corporate initiatives in the competency goals section, similar to other corporate roles (SEA focal points, CRC members, etc.).

DEI Working Group meetings will be held every quarter to monitor implementation of the DEI Strategy and consolidate findings from previous quarters. At the meetings, DEI advocates can be invited to share their experiences, report on any progress made, challenges and areas for improvement, and relay relevant feedback, including from colleagues. The DEI Working Group will deliver its findings to the EMC on a regular basis – ensuring that all EMC members remain fully engaged in championing DEI across the organization.

## ANNEX I

### Proposed Activities

The DEI advocates will be expected to act as DEI culture carriers, both functionally and in work practice. The following is a non-exhaustive list of suggested activities that are recommended to assist DEI advocates in performing their role.

#### 1. ACKNOWLEDGE YOUR OWN ASSUMPTIONS, BIASES AND FILTERS

We all have biases, whether conscious or unconscious. It is crucial to become aware of them and their potential impact on others.

**Associated activity 1:** Inform and remind colleagues regularly of your DEI Advocate role. Schedule regular awareness-raising activities in the workplace on DEI, including to share knowledge on the topic of assumptions, biases and/or filters and discuss, *inter alia*, instances where these may have an undesired impact on decision-making.

**Associated activity 2:** Promote participation in recommended trainings on testing for own biases.

#### 2. ENGENDER AN INCLUSIVE ENVIRONMENT FOR ALL

Keep an eye out for colleagues who are being ignored or silent in meetings, and invite them to contribute. Open up to interactions with colleagues who are different from you. Upon onboarding, make it a point to help all new colleagues feel welcome and “learn the ropes”.

**Associated activity 1:** If needed, schedule bilateral meetings with colleagues who may be experiencing challenges on DEI, and guide them with regards to existing reporting helplines within the Ethic Office and the Office of Audit and Oversight, as per para. 32 of the DEI Strategy.

**Associated activity 2:** Depending upon personality types and cultural preferences, people may or may not speak up during meetings. When organizing meetings, remind colleagues to allow ample time for people to prepare, set agenda ahead of time and allocate time to hear from each person.

#### 3. BE INCLUSIVE IN YOUR LANGUAGE AND TREAT PEOPLE IN A WAY THEY WISH TO BE TREATED

Remember that we are all different and unique: when speaking with co-workers about aspects of their personal lives, do not make assumptions; for example, use the word “partner” or “significant other” rather than defaulting to “husband” or “wife” or “friend”. It is also important to remember that being truly inclusive is more than simply being tolerant.

**Associated activity:** Circulate DEI Strategy and associated DEI training materials on inclusive practices in the workplace.

#### 4. BECOME CULTURALLY SAVVY, ASK QUESTIONS WHEN YOU DON'T KNOW

Fear of making mistakes and sounding foolish may lead people to clam up: start by admitting to yourself that you don't know everything and allow yourself to ask questions and make mistakes in cross-cultural interactions. It is important to make talking about diversity comfortable for yourself and for others.

**Associated activity:** Circulate DEI-related communications informing colleagues of DEI concepts and encouraging colleagues to participate and contribute to work meetings and gatherings.

## **5. INSIST ON MUTUAL RESPECT**

More often than not, we may not be aware of the impact of our actions.

**Associated activity:** Encourage colleagues to be open about disrespectful behaviours and invite them to resolve through dialogue: an apology/acknowledgement between the parties involved may result in a positive, lasting outcome. Remind colleagues of the existing confidential email addresses and helplines with the Ethics Office and the Office of Audit and Oversight, to report incidents of inappropriate behaviour.

## **6. SEEK REGULAR FEEDBACK ON THE DEI STRATEGY AND YOUR ROLE AS DEI ADVOCATE**

Seek co-workers' feedback on the DEI Strategy and ways to further promote its objective, as well as on your role as DEI advocate.

**Associated activity:** Model use-cases/initiatives based on feedback received from co-workers and/or examples of colleagues'/teams' behaviour that successfully promoted DEI within the department/region/country.