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**IFAD**  
**INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT**  
**Executive Board – Eighty-Second Session**  
Rome, 8-9 September 2004

## **HUMAN RESOURCES POLICY**

1. Pursuant to Article 6, Section 8(d), of the *Agreement Establishing IFAD*, the President heads and organizes the staff in accordance with regulations adopted by the Executive Board. The Executive Board at its Third Session in 1978 approved the Personnel Policies Manual (PPM). It subsequently amended the PPM at its Ninth, Tenth, Seventeenth, Thirty-Third, Thirty-Fifth and Forty-Second Sessions. The PPM embodies the fundamental general conditions and terms of employment with the Fund as well as the Fund's and employees' respective duties and obligations. The conditions and definitions relating to eligibility to benefits were developed in accordance with the rules set forth in the PPM. In 2000, the rules and procedures on human resources issues were compiled and consolidated in the Human Resources Handbook (HRH).
2. On 27 September 2001, the President established an internal review committee for modernizing human resources policy and procedures. The objective of the review was to propose a modern, clear and transparent set of rules, policies and procedures that supported the Fund's overall objectives. The committee had the mandate to review four distinct areas of human resources policy and procedures: recruitment; career development; performance evaluation; and recourse and appeals. It concluded that modernizing human resources practices is supported by three pillars: (a) a dynamic and strategic human resources function; (b) the quality of managers and their leadership capacity; and (c) modern policies and procedures. Following the committee's recommendations, the President approved an action plan. One of the actions specified in this plan was the redrafting/rewriting of the PPM and the HRH. The committee recommended that the PPM be transformed from a regulatory document into a general statement of principles to guide human resources management.

3. The attached draft Human Resources Policy (HRP), which is being submitted to the Executive Board for approval, is the result of a team effort and is meant to replace the current PPM. A draft of the HRP was circulated to all staff for review and discussion. The attached HRP reflects these discussions. In addition it:

- (a) provides guiding principles, focusing on policies, rights and obligations, for the human resources management processes under which the President will manage IFAD staff;
- (b) places the responsibility for policy decisions on the Executive Board and for human resources management procedures on the President;
- (c) introduces required new policies in areas of career development, alternative work arrangements, personal conduct, harassment, grievance, discipline and separation;
- (d) allows for scope to amend and adapt procedures to any changes that arise;
- (e) is brief and provides easy tracking and amendment of policy statements; and
- (f) bears a different title, which reflects a more contemporary reference to human resources.

#### **Recommendation**

4. The Executive Board is invited to consider and approve the Human Resources Policy (HRP) attached hereto and to authorize the President to amend the procedures accordingly. The HRP shall enter into force as soon as the President has approved the supporting procedures. The Personnel Policies Manual (PPM) shall be repealed.

**HUMAN RESOURCES POLICY**



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**DEFINITIONS**

Agreement	The Agreement Establishing IFAD
Consultant	An individual holding a contract to provide services to IFAD
Fund or IFAD	The International Fund for Agricultural Development
Governing Council	The Governing Council of the Fund
Executive Board	The Executive Board of the Fund
President	The President of the Fund
Staff Member or Staff	A person or persons holding a regular, career, fixed-term, temporary or indefinite contract with the Fund





## **INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT (IFAD) HUMAN RESOURCES POLICY**

### **INTRODUCTION**

IFAD's mission is "to enable the rural poor to overcome their poverty".

IFAD concentrates its investments, research and knowledge management efforts, policy dialogue and advocacy on the attainment of three strategic objectives: strengthening the capacity of the rural poor and their organizations; improving equitable access to productive natural resources and technology; and increasing access to financial services and markets.

It draws on the creative energy and talents of its people to generate success in achieving its mission and objectives.

The IFAD headquarters seat is located in Rome, Italy, but it undertakes field activities in various countries in collaboration with partners, governments, non-governmental organizations and other United Nations organizations.

A Governing Council and an Executive Board, consisting of representatives from Member States, provide policy direction to the Fund. A President serves as the chief executive officer and reports to the Executive Board and the Governing Council.

In accordance with the Agreement, the Headquarters Agreement and other conventions, IFAD enjoys such privileges and immunities as may be necessary for the exercise of its functions and fulfillment of its purpose. Those privileges and immunities granted to staff and consultants under Article 10 of the Agreement or under the Headquarters Agreement or under the Convention on Privileges and Immunities of the Specialized Agencies of the United Nations, 1947, are provided to them to facilitate the carrying out of their work. They shall not furnish an excuse to the staff or consultants who enjoy them to use them for the non-performance of their private obligations or failure to observe laws and police regulations.

### **PURPOSE OF THE POLICY**

IFAD exists in a rapidly changing political, economic, social and technological environment. It needs to adapt to diverse and changing requirements by continuously developing organizational capability, improving performance by empowering staff, stimulating their creativity, rewarding risks and innovation and investing in continuous improvement through knowledge sharing and training.

The Human Resources Policy provides guiding principles of the various human resources management processes, in accordance with which the President shall manage the employees of IFAD. The policy is part of its framework to transform IFAD into a 21<sup>st</sup> century organization – an organization in which the principles of openness, transparency and accountability are imbedded in the culture of IFAD and where performance is driven by values.

The new Human Resources Policy also reflects an evolution in IFAD's human resources management system, which is based on competencies and values. It recognizes people as IFAD's most important knowledge resource and acknowledges the link between good human resources management and delivery of programme results. The new policy will: strengthen the performance management

framework focusing on accountability, simplify processes and enable the human resources management system to be a service function in transforming IFAD into a continuously learning organization.

The Human Resources Policy sets out the conditions of service and the basic rights, duties and obligations of all staff and consultants of IFAD. It is designed to be fair to all those concerned and create the foundation of support that will enable staff and consultants to take a sincere interest and pride in IFAD and effectively achieve objectives, while responding to the needs of the rural poor.

### **COMMITMENT TO STAFF**

IFAD recognizes staff as its most valuable asset and is committed to establishing a productive and creative work environment to achieve the objectives of the Fund, ensure staff well-being and a respect for the work/life balance.

It is the aim of the Executive Board and management to attract and retain staff of the highest quality by: establishing conditions of employment that are fully competitive within the respective labour markets from which IFAD draws its staff, providing a work environment that is intellectually stimulating and professionally rewarding, offering a safe and well equipped work environment and most importantly providing opportunity for staff participation in matters that affect them and their work.

### **APPLICATION**

This policy applies to all staff appointed by the President to perform services for IFAD and to consultants.

### **CHANGES**

The Executive Board shall approve changes to the Human Resources Policy, as deemed necessary. In proposing changes to the Human Resources Policy, the President shall consult with relevant staff and give due consideration to their comments and advice. Changes approved by the Executive Board will be reported promptly to staff and the Human Resources Policy updated.

## GENERAL PROVISIONS

### 1. **Mandate**

1.1 In accordance with Article 6, Section 8(d), of the Agreement Establishing IFAD, the President shall head the staff and, under the control and direction of the Governing Council and the Executive Board, shall be responsible for conducting the business of the Fund. The President shall organize the staff and consultants and shall appoint and dismiss staff and consultants in compliance with this policy, as adopted by the Executive Board.

1.2 The President shall ensure the observance of this policy and shall develop, provide and maintain such programmes, rules and procedures consistent with this policy as she/he considers necessary for the efficient and effective conduct of IFAD's business.

1.3 Any matter of human resources management not specifically treated in this policy will be decided by the President in the light of practices, rules and procedures adopted in the United Nations Common System as well as other similar financial institutions.

1.4 The President may delegate all or part of these responsibilities and authorities accorded to him in this policy unless expressly stated otherwise.

### 2. **Obligations of the Fund**

2.1 The Fund shall at all times act with impartiality in its relationship with staff and consultants and shall make adequate financial provision to meet the terms of their employment.

2.2 The application of this policy to staff and consultants shall be made without discrimination as to ethnic, social or political background, colour, nationality, religion, age, sex, disability, marital status, family size or sexual orientation.

### 3. **Obligations of Staff**

3.1 The status of staff for the duration of their employment with the Fund is that of international civil servants. Their responsibilities are exclusively international and, by accepting appointment, they pledge themselves to discharge their functions and regulate their conduct solely with the interest and objectives of the Fund in view.

### 4. **Oath or Declaration**

4.1 In accepting IFAD's appointment, staff members signify their intention to abide by IFAD's Human Resources Policy and procedures and accept the responsibilities set forth. Each staff member shall subscribe to the following oath or declaration:

*"I solemnly undertake:*

*That, to the best of my ability, I will at all times discharge my duties with efficiency, diligence and fidelity and work honestly and conscientiously for IFAD.*

*That I have read and understood the Human Resources Policy and Human Resources Policy and Procedures Manual of the Fund and agree to abide by their provisions and any additions or alterations to them that may be adopted from time to time.*

*That I will accept no instructions in regard to the performance of my duties from any government or authority external to the Fund nor will I provide or permit to be provided any confidential information to such governments or authorities nor will I request such governments or authorities to take actions on my behalf.”*

**5. Duties of Staff**

5.1 Staff are subject to the authority of the President and to assignment to any of the activities of the Fund.

5.2 Staff shall comply fully with the requirement of this policy, the provisions of their contract of employment and such procedures, rules and orders as the President may promulgate.

**6. Transferability and Travel**

6.1 Staff are subject to transfer away from the location of their initial appointment to the Fund and to official travel on behalf of the Fund to any part of the world at any time.

**7. Representation**

7.1 The President shall develop and maintain mechanisms of representation whereby she/he may be apprised of staff ideas and suggestions about the views of employees, individually or collectively, on any matter arising from or in connection with the conditions and terms of their employment.

7.2 Such representation shall be subject to the understanding that the President will retain, under the provisions governing his responsibility as expressed in the Agreement and in this policy, the right of final determination of matters within his authority.

**8. Recruitment and Appointments**

8.1 Paramount in the appointment of staff, consideration shall be given to the necessity of securing the highest levels of competence, technical ability and integrity<sup>1</sup> available, and to do so by ensuring competition among candidates. The recruitment of professional staff will result in the selection of the individual judged to be the best person for the position, taking into account the criteria of equitable geographical distribution and gender balance. IFAD believes that such diversity contributes to its intellectual strength and effectiveness. The President’s appointment decisions shall be final.

8.2 IFAD recruits staff and consultants only from Member States.

8.3 Recruitment and appointment procedures shall be developed that are transparent and consistent so as to ensure that applicants have an equal opportunity to fill job openings.

8.4 Recruitment and appointment at IFAD shall be conducted in accordance with the Agreement and procedures based upon open competition, merit, and respect for the following elements:

- (a) **adequate publicity** – vacancies publicized to provide potential candidates with every reasonable opportunity to apply;

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<sup>1</sup> Article 6, Section 8(e), of the Agreement Establishing IFAD.

- (b) **absence of discrimination** – selections for interview made impartially through a process that neither discriminates nor unduly favours candidates on the basis of ethnic, social or political background, colour, nationality, religion, age, sex, disability, marital status, family size or sexual orientation; and
- (c) **highest standards** – candidates assessed on the basis of the highest standards of competence, integrity, and appropriate experience to carry out IFAD’s objectives.

## 9. **Remuneration**

9.1 The objective of IFAD’s salary programme is to attract, retain, motivate and reward the best possible workforce in ways that are cost effective, bearing in mind IFAD’s responsibility to Member States. To meet this objective, IFAD uses a salary programme that:

- (a) pays each staff member a salary;
- (b) rewards an individual’s performance with performance-based increases; and
- (c) is clear and easy to administer.

9.2 A benefits programme that will support IFAD in the goal to attract and retain the best qualified and experienced people shall be developed.

9.3 The salary and benefit levels shall follow the methodology followed by the United Nations Common System, as applied to various duty stations.

9.4 Staff shall become participants in the United Nations Joint Staff Pension Fund (UNJSPF) in accordance with the rules and regulations of the UNJPSF, unless excluded by the terms of their contract or by the rules and regulations of the UNJSPF. Claims from staff alleging non-observance of the rules and regulations of the UNJPSF shall be considered by the United Nations Administrative Tribunal (UNAT) under the procedures prescribed in the Administrative Rules of the UNJSPF.

## 10. **Hours of Work, Official Holidays and Leave**

10.1 Staff and consultants shall devote all time and energy during office hours to fulfilling the requirements of their appointment. To this end, rules and procedures regarding working hours, overtime, official holidays and leave (vacation, compensatory, sick, maternity and paternity) shall be established.

## 11. **Performance Evaluation System**

11.1 A Performance Evaluation System (PES) shall be established as one of the management systems for planning, developing and evaluating staff performance. The purpose of the PES will be to establish a culture in which managers, individuals and groups take responsibility for continuous improvement. Through performance management, IFAD will seek to:

- (a) provide greater clarity of job/role requirements to holders;
- (b) encourage dialogue through self-evaluation and by offering regular feedback to individuals for their encouragement, improvement and personal recognition;
- (c) identify competency-development needs;

- (d) establish a proper basis for making promotion and performance-based salary increase decisions;
- (e) strengthen managerial capabilities;
- (f) continuously improve the working culture of IFAD; and
- (g) ensure that supervisors are accountable for their decisions.

## 12. **Career Development**

12.1 Procedures shall be developed to provide staff with opportunities for professional growth and advancement as driven by the business needs of IFAD and contributing to the achievement of IFAD's strategic objectives. These procedures will encourage staff to use their abilities to the fullest and to grow in their jobs and careers through the use of their own initiative.

## 13. **Alternative Work Arrangements**

13.1 Alternative work arrangements are to allow IFAD to develop a strong, flexible, more viable workforce and a workplace with productive and committed staff. These work options will help meet staff needs and promote staff commitment by helping them balance work and family responsibilities. At the same time, they will foster better staffing levels to meet IFAD objectives. Such alternative work arrangements may include, but are not limited to: flexitime, teleworking and part-time schedules.

13.2 Appropriate rules and procedures concerning these alternative work arrangements shall be developed.

## 14. **Personal Conduct**

14.1 A Code of Conduct shall be established that will regulate the conduct of staff and consultants, aligning it with the interests of IFAD.

## 15. **Harassment and Discrimination**

15.1 IFAD will not tolerate any form of harassment, within the workplace or associated with the work performed on behalf of the organization at headquarters or in the field. No staff or consultants shall be harassed or intimidated, nor discriminated against because of ethnic, social or political background, colour, nationality, religion, age, sex, disability, marital status, family size or sexual orientation. No staff or consultants shall be subject to any abuse of power due to a supervisor/supervisee relationship. Procedures to counter harassment and discrimination shall be developed.

## 16. **Grievance Resolution**

16.1 It is of primary concern to IFAD that all staff and consultants should be treated fairly and equitably. Occasions may arise when staff or consultants feel that they have not received treatment or obtained the satisfaction expected either from IFAD, their supervisor or a colleague. In such situations, it is important that staff or consultants have the opportunity to voice their dissatisfaction and to seek redress. Grievance and disciplinary procedures shall be developed.

16.2 Should a matter affecting an individual not be resolved as a result of representation under this procedure, staff or consultants may refer the matter for final determination to the International Labour Organization Administrative Tribunal (ILOAT).

17. **Separation**

17.1 It is the policy of IFAD to ensure that all staff and consultants leaving IFAD, whether voluntarily or involuntarily feel that they were treated with respect, equity and dignity. Rules and procedures for separation shall be developed.