

IOE



Investing in rural people

Independent Office of Evaluation



132nd
Evaluation
Committee

Corporate Level Evaluation of IFAD's management of human resources

Presentation of the approach paper

18 March 2026

01

Assess the performance of IFAD's management of human resources and the factors influencing this performance

02

Provide insight into areas where IFAD can enhance its HR policy framework and practices to better support staff and advance the organization's mission and mandate

03

Provide lessons learned and recommendations for integration into a future HR strategy and policy framework

Period under review: 2017 - 2025

Overarching evaluation question

To what extent does IFAD's management of human resources enable IFAD to deliver on its mandate, strategy and objectives while ensuring workforce well-being, diversity and inclusivity?

Evaluation Criteria

Relevance

Coherence

Effectiveness

Efficiency

Scope of the Evaluation

	Generic HR function and description	Included in this evaluation	Excluded from this evaluation
1	Human resource planning	Strategic alignment of HR to IFAD's objectives and mandate; Workforce forecasting and planning; Policy development including ISA inputs.	Organisational design
2	Recruitment and selection	Recruitment, onboarding, induction in the context of preparing employees for assignments.	Evaluation of the perceptions of the IFAD employer brand in the market
3	Performance management	Performance management and management of non-performance and their application within IFAD.	Employee separations related to performance management
4	Learning and development	Alignment of learning and development with organisational goals. Extent to which learning and development are integrated into the organisational culture, needs-based and supported by fit for purpose systems to support skills transfer and retention.	Programme by programme reviews of individual training; cost efficiency assessment of learning and development

Scope of the Evaluation (2)

	Generic HR function and description	Included in this evaluation	Excluded from this evaluation
5	Career planning	Alignment of staff career goals with future organisational needs considering mobility, reassignment, career pathways and conversations, equity of access, enabling systems and tools and outcomes supporting internal mobility and retention	Reviews of individual cases
6	Function evaluation / Job evaluation	-	Job evaluation is not included as IFAD falls within the UN system and jobs are evaluated using the standard UN approach.
7	Rewards	Mobility; work-life balance; review of non-financial rewards and recognition.	Financial compensation and benefits are not included as IFAD's compensation and benefits systems are aligned with the UN standards.
8	Employee (Industrial) relations	Contributions of ISA to different HR policies and practices; ISA role in supporting communication and change management.	Litigation and legal matters as these are confidential and will be guided by statutory provisions.

Scope of the Evaluation (3)

	Generic HR function and description	Included in this evaluation	Excluded from this evaluation
9	Employee participation and communication	ISA role in communication and change management support; Diversity; Inclusion; Organisational approach and efficacy in terms of building trust, dialogue and support to staff during changes	Ethics and conduct, which fall outside the HR policy framework at IFAD, with the exception of how HR interfaces with ethics.
10	Personal wellbeing / Staff Wellbeing in IFAD	Staff wellbeing, IFAD initiatives in this regard and staff feedback on wellbeing.	Reviews of individual staff cases, security/incident investigations, country or office level compliance audits.
11	Health and safety	-	This falls within the Safety and Security functions within IFAD and is therefore outside the scope of this CLE.
12	HR Administration	HR functional support and the systems that facilitate implementation of HR practices across the range of HR functions. This includes HR analytics, technology and automation from the perspective of supporting HRM	Technical specifications of HR systems.



Desk review of internal and external HR documentation and evaluations; analysis of HR data and performance metrics



Self assessment by management stakeholders



Key informant interviews with PCD staff, ISA, line managers, staff and other stakeholders



E-survey, with all categories of IFAD employees to enable the capture of varying employee experiences



Thematic deep dives into relevant HR related topics



Country case studies to enable a clear view and differentiation in the experience of decentralized and headquarters-based employees



Benchmarking study/Comparative analysis, focusing on good practices related to HR management

PCD Self-Assessment workshop	Jan 2026
Preparation for data collection	Jan-Feb 2026
Data collection (Interviews, E-survey, thematic deep dives, case studies, comparative studies)	Feb-Apr 2026
Analysis, and synthesis	May-Jun 2026
Emerging findings workshop	July 2026
Report drafting and quality assurance	Jul-Sep 2026
Report finalization	November 2026
136 th Session of the EC discussion of the Report	March 2027
150 th Session of the EB discussion of the Report	April 2027

THANK YOU!