
IFAD Strategy on Diversity, Equity and Inclusion: Update

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Action: The Executive Board is invited to review the update on the IFAD Strategy on Diversity, Equity and Inclusion.

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IFAD Strategy on Diversity, Equity and Inclusion: Update

I. Background

1. IFAD's workplace culture (WPC), consisting of IFAD's core values of integrity, respect, professionalism and a focus on results and summarized in its Diversity, Equity and Inclusion (DEI) Strategy, is aimed at fostering an enabling environment for its diverse workforce. Prioritizing diversity, equity and inclusion leverages the varied backgrounds of IFAD's membership and workforce to address the needs of beneficiaries effectively and maximize the impact of the Fund's work.
2. The DEI Strategy is being implemented in phases, with regular annual updates submitted to the Executive Board reporting the progress made during phases I-IV of the implementation plan since 2021 (appendix I). The paragraphs that follow describe recent activities and achievements, accompanied by data sets demonstrating progress towards key performance indicator (KPI) targets in the DEI Strategy.

II. Progress update

A. Phase III (2023)

3. Phase III envisaged the following actions: (i) maximum integration of DEI in the Fund's culture, leadership and workforce; (ii) rollout of awareness programmes that include mandatory DEI training; and (iii) benchmarking with other United Nations entities and international financial institutions (IFIs).

B. Integration of DEI into IFAD's culture, leadership and workforce

4. IFAD has been reviewing DEI within the broader workplace culture initiative, considering the evolving decentralization context to foster a sense of belonging for all staff with respect to IFAD and its mission.
5. **Leadership.** IFAD leadership has prioritized workplace culture alongside other corporate objectives, consistently addressing it in senior-level meetings, town halls and strategic retreats. Informed by the 2022 Global Staff Survey, departmental leads regularly report progress on WPC-DEI to the Executive Management Committee (EMC). Management ensures transparency and engagement by providing updates through regular blog posts and meetings with the IFAD Staff Association.
6. In line with the commitment to modeling change, Senior Management, including the President, demonstrated accountability by undertaking a 360-degree feedback exercise, sharing the results with immediate supervisors and subordinate(s). One-on-one and team coaching is ongoing with managers, each committing to specific concrete actions. A standardized WPC performance goal has been included for all directors and supervisors. A draft compact for Senior Management is currently in the final consultation stage to reiterate leadership's commitment to serving as role models.
7. IFAD's DEI working group, including a critical mass of IFAD's management and workforce, continued to meet quarterly. The DEI advocates' role was expanded to designate them as WPC-DEI advocates. Advocates are staff nominees at headquarters and the regional/country level who are expected to model respectful workplace culture and support initiatives to achieve it.
8. **Staff well-being and resilience programmes.** In addition to observing official holidays that honor religious celebrations and diversity, staff can avail themselves of two floating days of personal significance. IFAD's interventions are considerate of

age and gender needs. Upskilling courses are available to keep staff effective in their jobs and enhance career growth. The IFAD Youth Network (IYN) provides a platform for young professionals to contribute and thrive. Health and well-being initiatives include online mindfulness sessions, fitness courses and recreational facilities. IFAD also offers Women's Security Awareness Training, post-menopause talks, preventive medical services such as pap tests, pelvic scans, breast cancer screenings and facilities for nursing mothers.

9. The Fund launched a series of stress management and resilience workshops for staff, alongside the "Building a Resilience Culture within IFAD: Training and Coaching Support Programme on Resilience and Staff Well-being" for managers and supervisors (P-5 and director levels).
10. **Disability inclusion.** IFAD's commitment to implementing the United Nations Disability Inclusion Strategy (UNDIS) and Convention on the Rights of Persons with Disabilities is part of the overarching DEI agenda. As a step towards institutionalizing a reasonable accommodation arrangement, IFAD's UNDIS focal points engaged in a knowledge exchange with the disability inclusion team of the United Nations Children's Fund (UNICEF). IFAD has already reviewed its travel guidelines and procedures to take the needs of staff with disabilities into consideration and earmarked facilities at headquarters towards disability inclusion.
11. IFAD's Operations Academy launched a disability inclusion course in its operations. Collaborative events were held with other United Nations agencies to share insights on disability-inclusive rural transformation and explore pathways and solutions for promoting a just and disability-inclusive green transition.

C. Awareness programmes and mandatory training

12. IFAD's DEI e-learning course was developed in-house and launched on 26 September 2023. The mandatory course introduces concepts of DEI, provides tips for modifying "unconscious bias" behaviours and foster a psychologically safe work environment.
13. The course was followed by a series of DEI talks given by external experts,¹ both in person at IFAD headquarters and through zoom for field offices. The first talk (Q3) was "Creating a Culture of Diversity and Inclusion at IFAD" and addressed unconscious bias and its management in the workplace. The second talk (Q4) was "Fostering Inclusion through Emotional Intelligence" and highlighted the importance of self/social-awareness, self/social-regulation in building an inclusive workplace.
14. As part of the strategic communication efforts, soft initiatives were also adopted to widen the engagement platforms. These included a "Sweet Diversity Table" in the foyer of headquarters, promoting conversations on gender identity, race relations, etc. Staff engagement was encouraged through call-to-action prompts in various areas, such as elevators, common areas and bathrooms.

D. Benchmarking with United Nations entities and IFIs

15. IFAD continued to participate and leverage resources from the multidisciplinary working group of DEI focal points established by the High-Level Committee on Management (HLCM) and led by the Human Resources Network. The working group delivered a DEI glossary and good practices, which have been adopted by the HLCM. The HLCM also requested the establishment of a disability inclusion subgroup under the working group. IFAD is one of the 12 organizations in this subgroup, in addition to UNICEF and the International Labour Organization (ILO), which are co-chairs.
16. IFAD formally joined and participated in Ubuntu, the platform dedicated to DEI work in the public sector, IFIs, multilateral development banks and United Nations

¹ Nadia Ramadan Jones <https://cultureciphher.org/> and Kevin England <https://www.infinitoassociates.com/>.

agencies. The first in-person meeting, aimed at facilitating knowledge exchange among peers, took place in Basel in 2023.

E. Multilingualism: Key performance indicator

17. As agreed with the Member States during the Consultation on the Thirteenth Replenishment of IFAD's Resources (IFAD13), Management proceeded with the introduction of a KPI for multilingualism and began with a benchmarking exercise with United Nations agencies and IFIs. The results of this exercise highlighted the fact that while many organizations recognized multilingualism as an integral component of diversity, there was no formal indicator available to measure progress in this regard. Being ahead of the curve by adopting a formal DEI framework, IFAD is now proposing the following output indicator to monitor and report in its annual update as a first step: The percentage of staff participating in language training courses/programmes focused on the four IFAD languages, in HQ and field offices on an annual basis.
18. The proposed KPI will be measured and reported in the 2024–2025 DEI annual report, with data disaggregated by headquarters and regions. This analysis will guide the adoption of new strategies for achieving operational and DEI objectives, ultimately leading to the identification of a future outcome indicator. While no specific baseline or target has been set for this KPI, the aim is to showcase ongoing initiatives and progress in promoting language diversity and fostering a multilingual workforce that is fit for a global IFAD, as detailed in appendix II.

F. Key performance indicators – results and analysis

19. The KPIs contained in IFAD's DEI Strategy (appendix III) are reported and analysed in this section. The data reported, with supporting charts and tables (appendix IV), became effective on 1 January 2024, unless otherwise indicated. The following definitions have also been adopted:²
 - (a) **All workforce:** All categories of staff on fixed-term, continuing and indefinite appointment, staff on short-term contracts, Junior Professional Officers (JPOs) and non-staff.
 - (b) **Fixed-term (FT) staff:** All categories of staff on fixed-term, continuing and indefinite appointment, including JPOs.
 - (c) **Short-term (ST) staff:** Staff on short-term contracts.
 - (d) **International Professional (IP) staff:** Internationally recruited staff under the definition of FT staff above, and higher categories (including Directors, Associate Vice-Presidents and the Vice-President), excluding JPOs.
 - (e) **Junior Professional Officers (JPOs):** IP staff recruited under the JPO programme sponsored by donor countries under the definition of FT staff above.
 - (f) **National Professional (NP) staff:** Nationally recruited staff under the definition of FT staff above, in the National Professional Officer category.
 - (g) **General Service (GS) staff:** Nationally recruited staff under the definition of FT staff above in the General Service category, located at Headquarters and in the field.
 - (h) **Non-staff:** Consultants, interns and other individuals holding a non-staff contract (i.e. conference service providers, teachers, fellows and individuals with special service agreements).³

² Exclusions: staff on coterminus contracts, staff from hosted entities, holders of service contracts, staff on special agreements, staff on special leave without pay, staff on special leave with full pay, the President of IFAD and the Director, Independent Office of Evaluation of IFAD.

³ In order to ensure a more appropriate reflection of real figures, the number of non-staff are reported with effective date as at 1 February of the year under consideration.

- (i) **Headquarters and liaison offices (HQ&LO):** Staff located in Rome and IFAD liaison offices (New York and Washington, D.C.; Brussels; Riyadh; and Yokohama).
- (j) **Field:** Staff located in all non-HQ&LO duty stations.

G. Gender outcome indicators

20. The Human Resources Division monitors several KPIs on diversity and workforce composition for the IFAD Results Management Framework and the Report on IFAD's Development Effectiveness. These include the percentage of women FT staff and women with non-staff contracts and the percentage of female staff in the IP and higher categories in positions at P-5 and above.
21. Disaggregated data on the percentage of women in all staff and non-staff categories are presented in figure 1 (appendix IV). Additionally, the proportion of women in all staff-only categories by location is shown in figures 2 and 3 (appendix IV). Figure 1 shows that the percentage of female representation in IFAD's total workforce is 55.4 per cent, 2.4 per cent above the gender parity margin of 47 to 53 per cent recommended by the UN System-wide Action Plan (UN-SWAP) on Gender Equality.⁴ For IP and NP staff categories, the figure stands at 50.4 per cent and 51.8 per cent, respectively. The figures for GS and ST staff are 73.4 per cent and 67.1 per cent, respectively, and for JPO and non-staff categories, it stands at 52 per cent and 51.2 per cent, respectively. The percentage of women in the FT staff category (except non-staff), is 57.9 per cent and above the recommended gender parity margin. This is attributable to the overrepresentation of women in the GS and ST staff categories. In comparison with the last update report, however, the GS figure fell from 77.8 to 73.4 per cent, while that of ST increased from 60 to 67.1 per cent.
22. Figure 2 on the distribution of female staff at HQ&LO shows a pattern similar to that of IFAD overall (57.9 per cent), where female overrepresentation among FT staff is slightly more pronounced at 62 per cent.
23. Figure 3 shows the distribution of female staff in the field. While gender parity is reached among FT staff (52.5 per cent) and in the subset of NP staff (51.8 per cent), the breakdown shows a disparity in the form of underrepresentation of women in the IP and JPO staff categories on one hand, and overrepresentation in the GS staff and ST staff category on the other, compared to the whole of IFAD and HQ&LO.
24. Overall, figures 1, 2 and 3 highlight the fact that the Fund is heading in the right direction in terms of gender parity in the IP staff category (at HQ&LO), NP staff and non-staff categories. IFAD will continue to focus on this element through targeted recruitment and internal mobility approaches aimed at balancing gender distribution among field IP staff and, more markedly, in the GS staff category.
25. Figure 4 (appendix IV) shows the representation of women at the P-5 level and above, including women at the National Officer-D level and in the EMC in 2023/2024. The EMC is chaired by the President of IFAD and is composed of the Vice-President, Associate Vice-Presidents and the Chief of Staff. The P-5 and above category includes members of the EMC. The President of IFAD is not included in the data in figure 4.
26. Women's representation in P-5 positions and above increased by 10.1 per cent in 2024 (from 42.5 per cent in 2023 to 46.8 per cent). In absolute terms, the number of female staff members in P-5 positions and above increased by 16 per cent, from

⁴ UN System-wide Action Plan (UN-SWAP) on Gender Equality <https://www.unwomen.org/sites/default/files/2022-12/UN-SWAP-2-TN-PI12-Equal-representation-of-women-en.pdf>.

50 to 58, in that period. Similarly, female representation in the EMC has increased by 18.4 per cent, from 37.5 per cent in 2023 to 44.4 per cent in 2024.

27. Regarding women’s representation at grade P-5 and above at HQ&LO and in the field, figure 5 (appendix IV) highlights the fact that 52.9 per cent of staff in senior positions at HQ&LO, are women. It also shows where the most effort is needed to improve representation – namely in the field, where only 32.4 per cent at grade P-5 and above are women.

H. Capacity outcome indicators

28. As far as KPI 3 of the scorecard is concerned, IFAD will continue all efforts to ensure that the relevant indicator is maintained until 2024 and beyond (table 1).

Table 1

Key performance indicator 3 on capacity – 2022

<i>Capacity outcome indicators</i>	<i>Targets</i>	<i>Baseline</i>	<i>Status</i>	<i>Timeline</i>
3 Capacity assessment and development – percentage of supervisors completing mandatory training on gender bias	100	100	Complete	2023

I. Geographical representation outcome indicators

29. To achieve greater workforce diversity, IFAD’s recruitment team ensures adherence to the HRIP,⁵ which requires that at least one third of qualified candidates on the shortlists for vacant positions be from List B and List C countries (combined).
30. An upward trend has been maintained in the representation of List B and C countries in the IP staff category. In addition to the 17 per cent increase over the period 2017 to 2021 reported in the 2021 diversity update,⁶ a 1.4 per cent increase can be seen, from 49.7 per cent in 2023 to 50.4 per cent in 2024 (figure 6, appendix IV).
31. In terms of the representation of Lists A, B and C countries in the IP category across the different locations (figure 7, appendix IV), List A nationals represent the majority of all IFAD and HQ&LO IP staff (49.1 per cent and 58.8 per cent, respectively), while List C and List B nationals represent 70.1 per cent of IP staff in the field (67.9 per cent for List C and 2.2 per cent for List B).

Other personnel categories

32. **Interns.** IFAD's internship programme provides recent graduates or students with a valuable learning experience, assisting IFAD in various professional fields relevant to its mission. As at 1 January 2024, 63 interns were under contract with IFAD, and 61.9 per cent were nationals of List A countries. The number of interns from List A countries increased slightly relative to the previous year (61.3 per cent). There was also a slight increase in the number of interns from List B countries in the reporting period (from 1.5 to 1.6 per cent), while the number of interns from List C countries decreased compared to 2023 (from 38.7 to 36.5 per cent). The interns are predominantly nationals of Italy, China, India, the United States, Spain, Germany and Rwanda. Tables 1 and 2 (appendix IV) provide a breakdown by List, location and nationality.
33. **Junior Professional Officers** are sponsored by donor countries, investing in young university-educated nationals from their own or other countries. This programme fosters partnerships between IFAD and sponsoring Member States, recruiting JPOs under bilateral agreements.
34. As at 1 January 2024, 25 JPOs were working at IFAD: 19 from List A countries (76.0 per cent) and the remainder from List C countries (24.0 per cent), showing

⁵ Human Resources Implementing Procedures.

⁶ EB 2021/132/R.4, appendix, p. 6.

an increase from List C countries over the previous year (19.2 per cent). IFAD has JPO agreements with Belgium, China, Denmark, Finland, France, Germany, Italy, Japan, the Kingdom of the Netherlands, Norway, the Republic of Korea, Sweden, Switzerland and the United States. These agreements do not specify a maximum number of JPOs that can be funded at any given time. Tables 1 and 2 provide a breakdown.

35. **Special Programme Officer (SPO)** assignments offer senior officials from sponsoring Member States an opportunity to bring their expertise to IFAD while enriching their experience through their work in the United Nations and IFI contexts through IFAD. This initiative strengthens the partnership between IFAD and sponsoring Member States, with SPOs recruited under bilateral agreements. As at 1 January 2024, 3 SPOs were working at IFAD, 2 from List A countries and 1 from a List C country. IFAD has SPO agreements with Japan, the Republic of Korea, Estonia and Denmark. Tables 1 and 2 provide a breakdown.
36. **Staff on loan.** Staff members on loan are persons temporarily made available to the Fund by their national administrations, intergovernmental organizations or other organizations or entities through one of the following modalities: assignment agreements fully or partially sponsored by external entities; inter-organization agreement concerning transfer, secondment or loan of staff among the organizations applying the United Nations common system of salaries and allowances (United Nations Inter-Organization Agreement); agreements with IFIs, development or other intergovernmental organizations; or agreements with national administrations or intergovernmental organizations through loans, exchanges or other arrangements.
37. Staff members on loan hired through the United Nations inter-organization agreement are considered fixed-term staff in the annual DEI Update. They are not reported separately as staff on loan in this document because they participate in a competitive selection process and are hired through the United Nations inter-organization agreement, ensuring continuity of service within the United Nations common system and seamless administration of their benefits and entitlements.
38. As at 1 January 2024, seven staff were on loan to IFAD. Three are nationals of List A countries, two are from List B countries and two are from List C countries. The percentages of staff from List A, B and C countries (42.9 per cent, 28.6 per cent and 28.6 per cent, respectively) differed from those of the previous year (50 per cent, 33.3 per cent and 16.7 per cent, respectively). All staff on loan are based at headquarters (HQ&LO). IFAD has agreements with Expertise France, the Ministry of Agriculture and Food Sovereignty of the French Republic, the Bank of Italy, IDB Invest, the Kingdom of Saudi Arabia, the Ministry of Finance of the People's Republic of China and the Kuwait Fund for Arab Economic Development. Tables 1 and 2 provide a breakdown.
39. In December 2023, IFAD updated its methodology for determining the maximum number of nationals from any one Member State under assignment agreements. Instead of a specific number, it is now based on a percentage (0.50 per cent) of IFAD's regular budget positions approved annually. The nationality considered is that of the Member State from which the releasing entity originates, not the individuals on loan to IFAD.

Breakdown by gender

40. As at 1 January 2024, the percentage of female interns and JPOs across IFAD field offices and HQ&LO was above 50 per cent (71.4 per cent and 52.0 per cent, respectively). With regard to interns, this represents an increase over 2023 (65.3 per cent) and a decrease in the JPO category (61.5 per cent). Table 3 (appendix IV) provides a breakdown by gender.

J. Equity and inclusion indicators

41. As a follow-up to the 2022 Global Staff Survey (GSS), IFAD conducted a pulse survey between 4 January and 16 February 2024. The response rates were comparable, with 72 per cent in 2022 and 73 per cent in 2024. The score for a core DEI question that measures staff perception of whether people in IFAD are treated with dignity and respect regardless of gender, race, ethnicity, nationality, age, language, sexual orientation, abilities and disabilities, culture, religion, profession, education, marital status, workplace experience, role, staff position (national/international) and contract modality, increased from 49 per cent in 2022 to 64 per cent in 2024.

III. Conclusion

42. The results and analysis section highlights the effectiveness of some of the targeted interventions in meeting the objectives of the DEI Strategy. IFAD is on course to meet its targets for most of the indicators and sustain the momentum in its inclusion indices, which is a key priority going forward. A detailed analysis of the Pulse Survey results will influence the direction of further action and engagements on WPC-DEI. The improvements in the 2022 GSS lowlights, amid the complexities of decentralization, offer room for optimism about meeting the Staff Engagement Index (SEI) target⁷ in the 2025 GSS. Also, in readiness for wider engagement, the role of WPC-DEI advocates was formally recognized and their responsibilities reflected in their individual annual performance goals. A dedicated training exercise is planned for them in the second quarter of 2024.
43. The concept of value for money requires that we maximize the impact of resources invested in fostering workplace culture, DEI and staff well-being. IFAD will leverage existing interventions and interdepartmental collaboration in delivering on multilingualism as a new addition to its DEI KPIs.

⁷ Appendix III, revised DEI KPIs scorecard and disaggregated indicators.

DEI implementation plan

DEI implementation plan – Phases I, II, III & IV – Q4 2021, 2022, 2023 & 2024

ACTION ITEMS		Activities	2021	2022	2023	2024 & beyond			
						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.).							
9.	CONTINUED IMPLEMENTATION, MONITORING AND REPORTING	Continue exchanging experiences and best practices with other United Nations entities and IFIs, including in relation to developing KPIs.							
		Continue to strengthen and expand efforts and actions in areas that need further improvement, including a continued focus on ongoing and new initiatives, and maximum integration of diversity, equity and inclusion in the Fund’s culture, leadership and workforce.							

Proposed multilingualism indicator

	Description
1	<p>Language training programmes</p> <p>* The percentage of staff participating in language training courses/programmes focused on the four IFAD languages, in HQ and field offices on an annual basis."</p>

Summary

The proposal to align the multilingualism KPI to existing interventions at IFAD was informed by the need to **acknowledge ongoing language-related interventions** as well as to take the opportunity to **strengthen them**. Diversity of languages is not only valuable for staff growth and sense of belonging, but also fundamental to IFAD's mandate to invest in rural people without fear of language barriers. For the purpose of a well-coordinated intervention, the concept of Value for Money (VFM) requires that we maximise the impact of resources invested in fostering Workplace Culture, Diversity, Equity and Inclusion (DEI) and project delivery.

Efforts at language diversity at IFAD

Central to IFAD's operations is the effective communication across its official languages of English, French, Spanish and Arabic. IFAD maintains its corporate website and social media channels in all official languages, promoting inclusivity and accessibility in its online communications. Social media videos showcasing IFAD projects and press releases are presented in official languages, demonstrating the organization's commitment to linguistic diversity.

IFAD's language services strategy is integral to IFAD's mission of empowering rural communities worldwide and ensuring that language is not a barrier to accessing its programs and initiatives. The Office of the Secretary (SEC), through the Language Services Section, plays a key role in ensuring multilingual accessibility for governing bodies through interpretation and translation in all official languages. SEC delivers high-level meeting and documentation services to Member States and international conferences, fostering multilingual dialogue among stakeholders.

In addition, multilingualism is embedded in IFAD's Human Resources Implementation Procedures (HRIP). The aim is to enrich language ability, enhance communication skills, build cultural awareness, **foster staff mobility, and allow more flexibility for diverse working assignments especially in a decentralized environment**. Language training is available to short-term staff and interns in addition to fixed term staff members and their recognized partners. These languages courses are guided by the [Language Courses Guidelines](#) and are provided through self-paced e-learning, live online classes, and HQ classes. In practical terms, IFAD specifies the language proficiency needed in its vacancy announcements (VA). For example, a VA for the role of Country Director in Latin America (P4), specifies that an excellent knowledge of English and Spanish is mandatory. The VA for a Lead Regional Technical Specialist - Rural Finance (P5) based in Abidjan makes excellent knowledge of English and an intermediate level in French mandatory. The VA for a Country Operations Analyst

(NOA) based in Istanbul requires fluency in English and the local duty station language. These language level competencies are tested at the interview stage. Where an excellent knowledge of a local knowledge is not required but desirable, IFAD also provides one-on-one/group language training options to staff in the first year of appointment or reassignment to aid easier integration in the host country. This is particularly true for members of Senior Management and Country Directors who are provided up to 50 hours individual language lessons for one of IFAD's official languages or the host country language.

Beyond IFAD's official languages, there are ten other languages (and growing) that are accessible to staff through self-paced e-course and live classes including Chinese, Dutch, German, Italian, Japanese, Polish, Portuguese, Russian, Turkish and Korean. There are also on-demand languages to suit specific local needs. For example, in 2023, in the Asia and Pacific Division (APR), six members of staff and their partners requested and were provided Indonesian and Vietnamese language training. 13 partners of staff members also enjoyed host-country language training in this period.

Multilingualism KPI

To ground IFAD's design of a suitable and peer-comparable indicator which assesses the strength of multilingualism in its operations and workforce, a benchmarking exercise with UN agencies and IFIs was conducted. The results of this exercise highlighted that while many organisations recognized multilingualism as an integral component of diversity there was no formal indicator available to measure progress in this regard. Considering IFAD was ahead of the curve by being one of the pioneer organisations that adopted a formal DEI framework, it is now proposing to take a phased approach at formally tracking, monitoring, and reporting multilingualism as a critical part of its DEI Strategy. As a first step, IFAD proposes the following output indicator to be monitored and reported in its annual DEI update to the Executive Board.

"The percentage of staff participating in language training courses/programmes focused on the four IFAD languages, in HQ and field offices on an annual basis."

The KPI is focused on measuring participation in language trainings focused on IFAD's four official languages initially and it is proposed for reporting in the 2024-2025 DEI Annual Report. By tracking the Participation Rate, the organization can, assess and align its efforts towards multilingualism in the light of its recalibrated decentralization model. Thereafter, IFAD could commit to designing a more robust intervention for multilingualism where DEI and operations effectiveness could then be measured as an outcome. While no specific baseline or target is set for this KPI, the aim is to showcase ongoing initiatives and progress in promoting language diversity and fostering a multilingual workforce which is fit-for a global IFAD. Data obtained within this period would also help to conduct a gap analysis to determine a more fit-for-purpose approach in furthering multilingualism. Through narrative reporting, the organization can highlight successes, identify areas for improvement, and demonstrate the adoption of new strategies in achieving its operational and DEI objectives and maximize the impact of resources invested in language-related interventions.

Benchmarking on Multilingualism		
<p>Questions:</p> <ol style="list-style-type: none"> 1. How does your organization translate/interpret the UN core value of multilingualism within and outside the scope of Human Resource Management? 2. Do you track and measure multilingualism as part of DEI or workplace culture KPIs? 3. If yes to question 2, could you please share your indicator (s) and how you track and measure? 		
S/N	UN AGENCY/IFI	COMMENTS
	Agency 1	<p>We already have a talented and multilingual workforce and we must be mindful of the unintended consequences of creating overly stringent language requirements for both existing and prospective staff members.</p> <p>Accordingly, all staff members are required to be fluent in one of the Organization’s three official languages, except in limited circumstances where a specific situation requires flexibility.</p> <ul style="list-style-type: none"> • For positions in the Professional category, a working knowledge of another official UN language, or a language that may be widely spoken in the country context, is desirable and may be specified as mandatory in some vacancy notices, if required. • For positions in the General Service category, a certain level of fluency in a local language may be specified as mandatory in some vacancy notices, where required. • For positions in the National Officer category, at least working knowledge in a local language is mandatory. <p>Organizational resources will be dedicated to strengthening staff language skills where relevant, but individuals are encouraged as well to proactively learn languages to offer them the greatest professional opportunities in the future.</p>
	Agency 2	<p>Embarking on a self-declaration survey, to help identifying level of multilingualism (using the six official languages of the United Nations as a baseline). No KPIs at this stage, rather an opportunity to understand language skill sets in our staff by grade, location, etc.</p>
	Agency 3	<p>We do subsidize language courses in the organization’s three languages as a way to improve project implementation and to foster onboarding and engagement.</p>
	Agency 4	<p>Being in many countries, we really have a large footprint in multilingualism. There are some positions you will only be confirmed to if you have intermediate language proficiency. At the moment, we do not track or measure multilingualism as part of DEI or workplace culture.</p>
	Agency 5	<p>We do track language as part of our metrics, but it is self-declared, and we do not have targets.</p>

Revised DEI KPIs scorecard and disaggregated indicators

	Indicators	Targets	Baseline 2022	2023	2024	Status	Timeline
Gender outcome indicators							
1	Women representation at senior level (percentage of women at grade P-5 and above) ⁸	40%	37.5%	42.5%	46.8%	On track	2025
		50%					2030
2	Gender parity in all grades (percentage of male and female staff in all grades)	50%	57.9%	58.3%	55.4%	On track (decreasing)	2030
Capacity outcome indicators							
3	Capacity assessment and development – percentage of supervisors completing mandatory training on gender bias	100%	100%	100%	100%	Complete (sustain)	2023
Geographical representation outcome indicators							
4	Increased representation of List B & C countries (International Professional staff)	52%	48.5%	49.7%	50.4%	On track	2025
		60%					2030
Equity and inclusion outcome indicators							
5	Staff engagement index (Global Staff Survey – GSS) with DEI-specific indicators, e.g. agreement with the statement: “All IFAD employees are treated with respect”	80%	72% (2018)	74%	-	On track	2025
*Subject to periodic review during DEI Strategy implementation							

⁸ Indicators 1, 2 and 4 are calculated on staff on fixed-term, continuing and indefinite appointments encumbering regular budget positions. Exclusions are those listed in footnote 9.

Figures and tables*

* The data reported are effective 1 January of 2024 except for non-staff data which is effective from 1 February 2024.

Figure 1
Female representation in all categories – IFAD, 2024

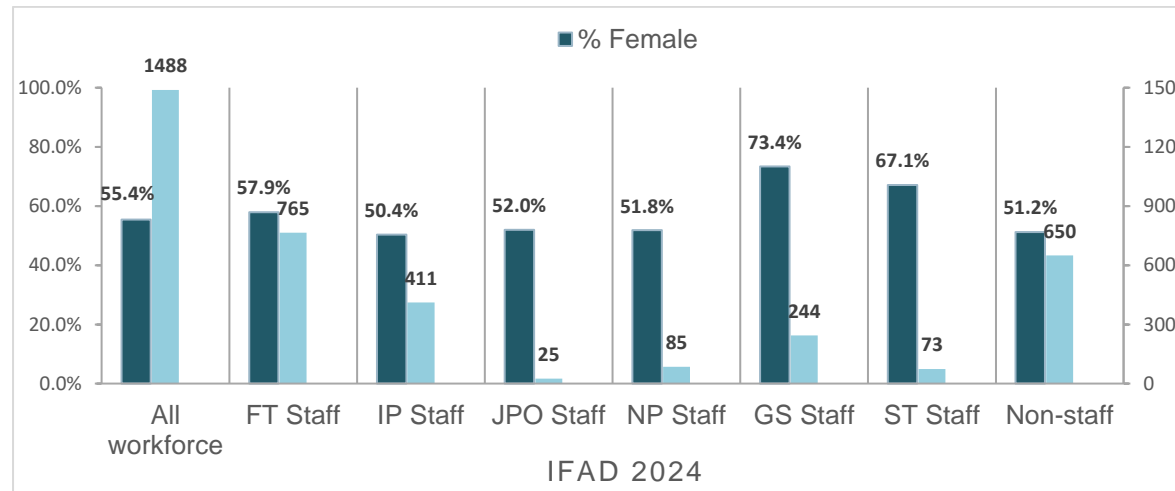


Figure 2
Female representation in all staff-only categories – HQ&LO, 2024

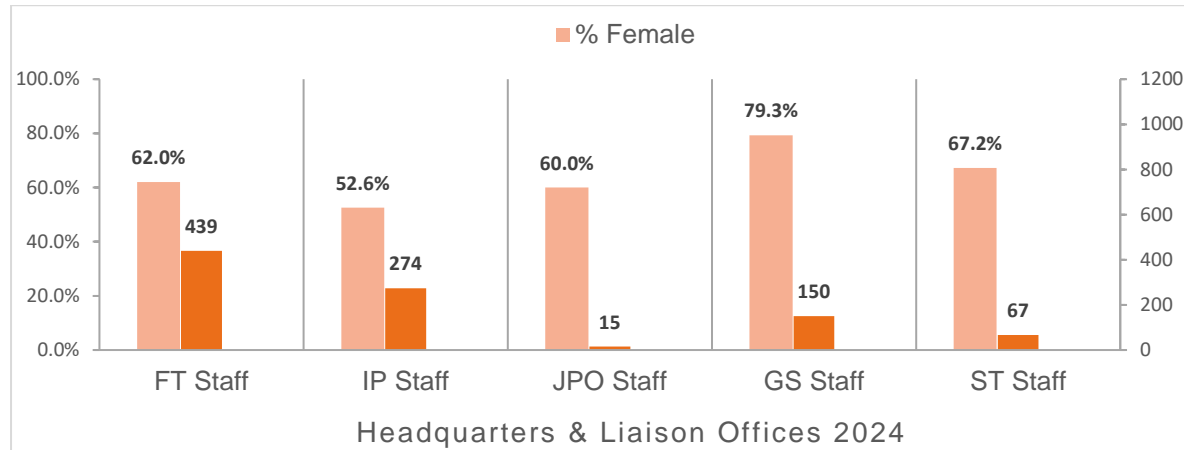


Figure 3
Female representation in all staff-only categories – field, 2024

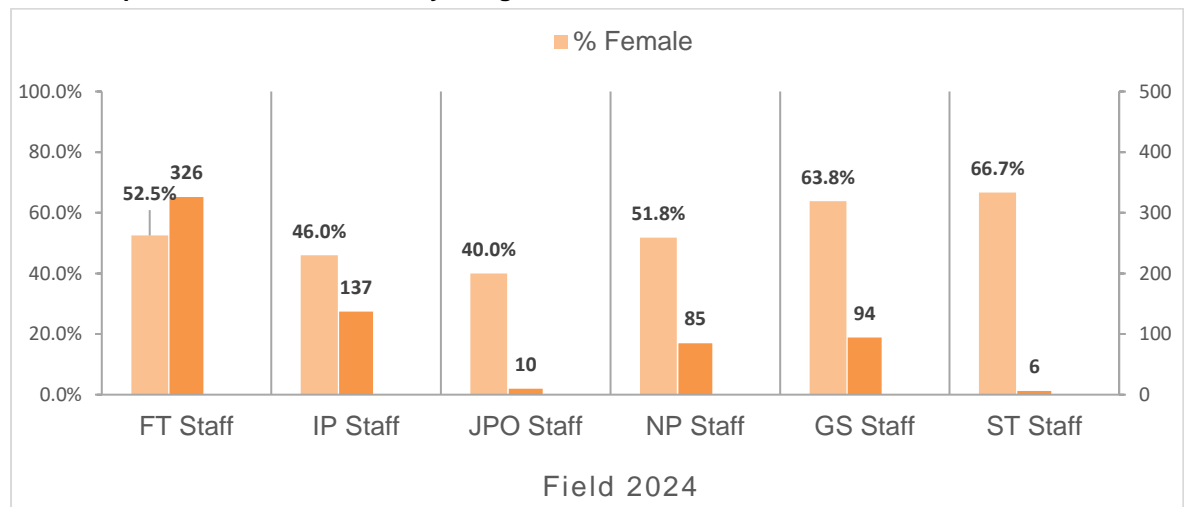


Figure 4
Female representation at senior level (percentage of women in IP staff positions – P-5 and above and EMC) 2023/2024 – IFAD

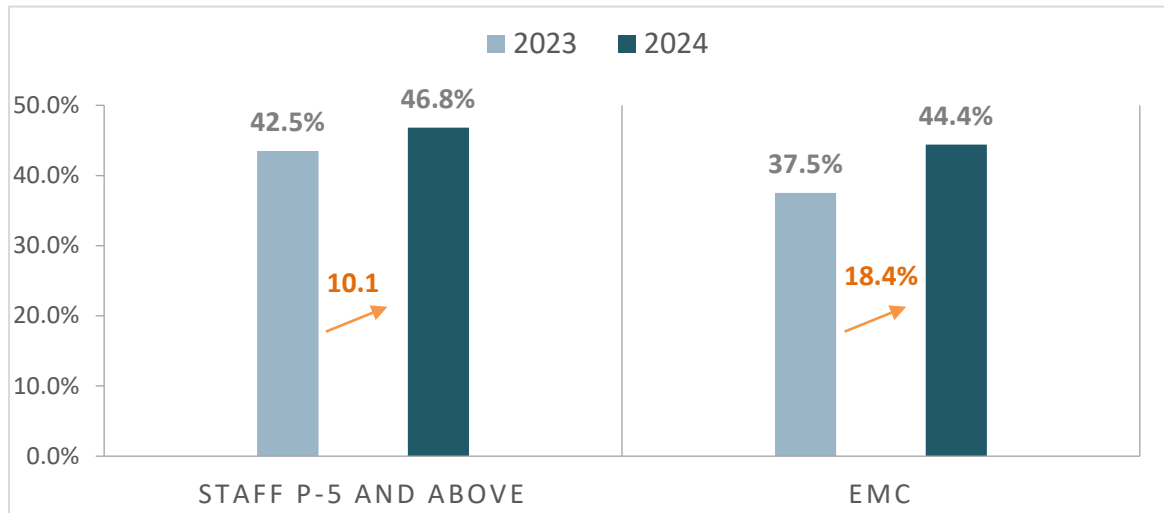


Figure 5
Female representation at senior level (percentage of women in IP staff positions – P-5 and above) 2024 – HQ&LO

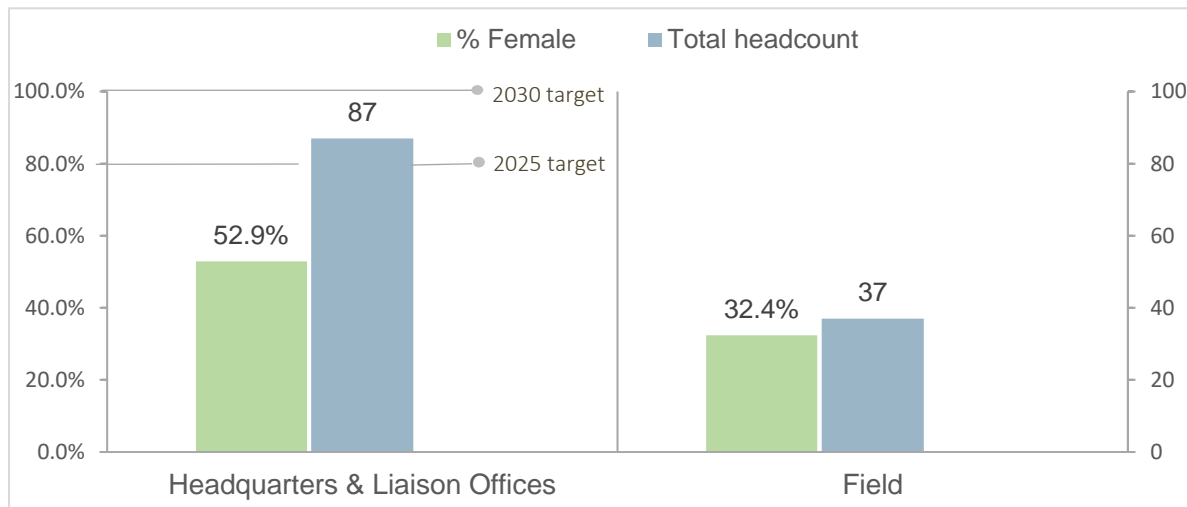


Figure 6
International Professional and above categories, all IFAD IP staff, 2023/2024

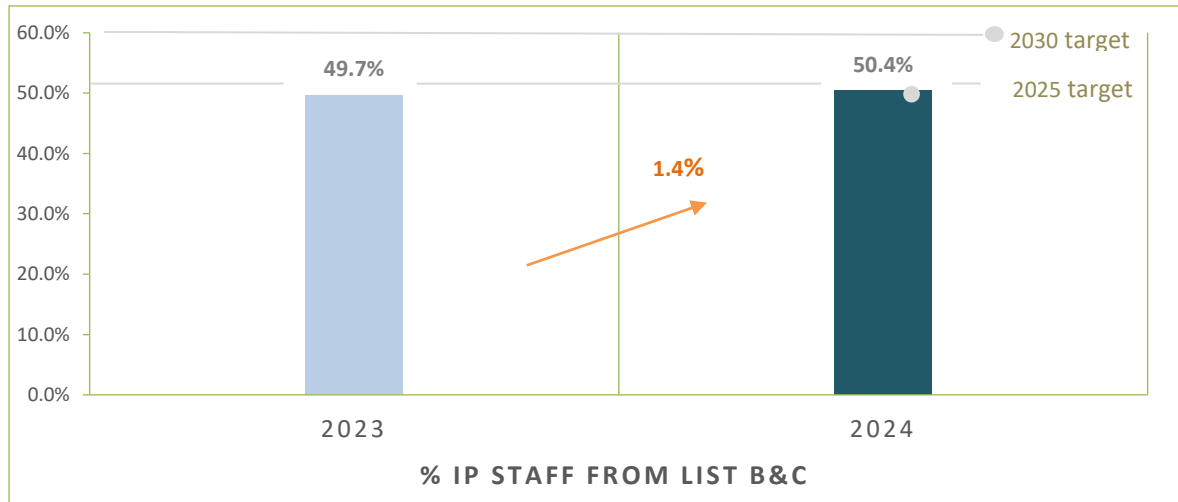


Figure 7
IP and above categories – country list representation, by location⁹ 2024

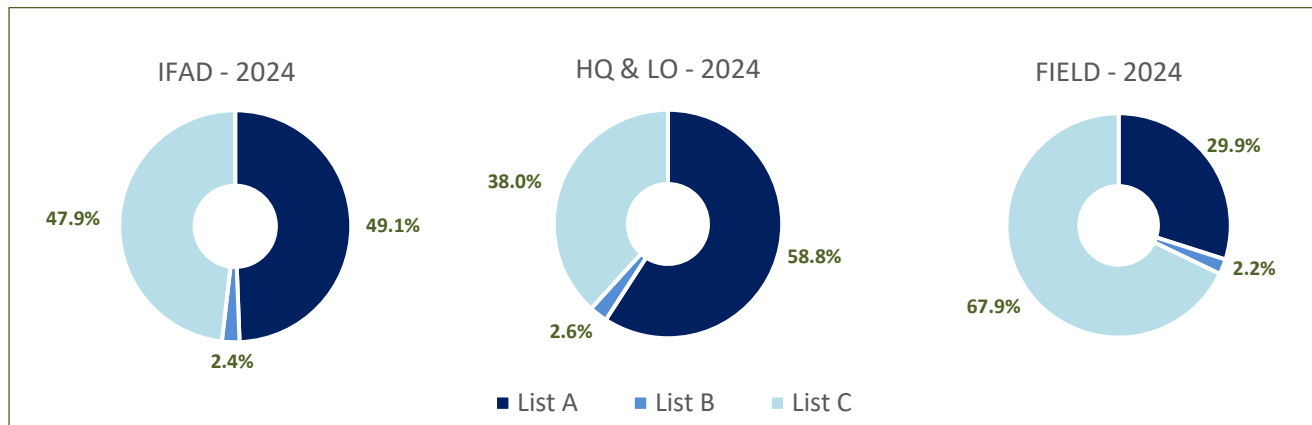


Table 1
Number and percentage of interns, JPOs, SPOs and staff on loan at IFAD by List and location (as of 1 January 2024)

IFAD Overall (HQ, ILOs, and Field)													
	IFAD	List A		List B		List C		Sub-list C1		Sub-list C2		Sub-list C3	
	#	#	%	#	%	#	%	#	%	#	%	#	%
Interns	63	39	61.9%	1	1.6%	23	36.5%	9	14.3%	10	15.9%	4	6.3%
JPOs	25	19	76.0%	0	0.0%	6	24.0%	1	4.0%	5	20.0%	0	0.0%
SPOs	3	2	66.7%	0	0.0%	1	33.3%	0	0.0%	1	33.3%	0	0.0%
Staff on Loan	7	3	42.9%	2	28.6%	2	28.6%	0	0.0%	1	14.3%	1	14.3%
HQ & ILOs													
	IFAD	List A		List B		List C		Sub-list C1		Sub-list C2		Sub-list C3	
	#	#	%	#	%	#	%	#	%	#	%	#	%
Interns	56	35	62.5%	1	1.8%	20	35.7%	8	14.3%	9	16.1%	3	5.4%
JPOs	15	10	66.7%	0	0.0%	5	33.3%	0	0.0%	5	33.3%	0	0.0%
SPOs	2	1	50.0%	0	0.0%	1	50.0%	0	0.0%	1	50.0%	0	0.0%
Staff on Loan	7	3	42.9%	2	28.6%	2	28.6%	0	0.0%	1	14.3%	1	14.3%
Field													
	IFAD	List A		List B		List C		Sub-list C1		Sub-list C2		Sub-list C3	
	#	#	%	#	%	#	%	#	%	#	%	#	%
Interns	7	4	57.1%	0	0.0%	3	42.9%	1	14.3%	1	14.3%	1	14.3%
JPOs	10	9	90.0%	0	0.0%	1	10.0%	1	10.0%	0	0.0%	0	0.0%
SPOs	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Staff on Loan	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

⁹ Minor percentages of staff from non-member countries not included.

Table 2
Number of interns, JPOs, SPOs and staff on loan at IFAD by nationality (as of 1 January 2024)

Interns			JPOs		
Nationality	%	#	Nationality	%	#
Italy	42.9%	27	China	20.0%	5
India	3.2%	2	Italy	16.0%	4
United States	3.2%	2	Japan	12.0%	3
Spain	3.2%	2	Switzerland	12.0%	3
Germany	3.2%	2	Germany	12.0%	3
Rwanda	3.2%	2	Netherlands	8.0%	2
China	3.2%	2	France	8.0%	2
Algeria	1.6%	1	Sweden	4.0%	1
Uganda	1.6%	1	Burkina Faso	4.0%	1
Senegal	1.6%	1	Finland	4.0%	1
Pakistan	1.6%	1	Total	100.0%	25
Poland	1.6%	1			
Morocco	1.6%	1	SPOs		
South Africa	1.6%	1	Nationality	%	#
Ethiopia	1.6%	1	Denmark	33.3%	1
Ireland	1.6%	1	Japan	33.3%	1
Canada	1.6%	1	Korea, Republic of	33.3%	1
Honduras	1.6%	1	Total	100.0%	3
Brazil	1.6%	1			
Peru	1.6%	1	Staff on Loan		
Belgium	1.6%	1	Nationality	%	#
Malawi	1.6%	1	France	28.6%	2
Cameroon	1.6%	1	Italy	14.3%	1
Lebanon	1.6%	1	China	14.3%	1

Bolivia	1.6%	1	Colombia	14.3%	1
Kyrgyzstan	1.6%	1	Kuwait	14.3%	1
Austria	1.6%	1	Saudi Arabia	14.3%	1
Korea, Republic of	1.6%	1	Total	100.0%	7
Albania	1.6%	1			
Jordan	1.6%	1			
Japan	1.6%	1			
Total	100.0%	63			

Table 3
Number and percentage of interns, JPOs and staff on loan at IFAD, by gender and location (as of 1 January 2024)

	IFAD Overall (HQ, ILOs, and Field)					HQ & ILOs					Field				
	IFAD	Female		Male		IFAD	Female		Male		IFAD	Female		Male	
	#	#	%	#	%	#	#	%	#	%	#	#	%	#	%
Interns	63	45	71.4%	18	28.6%	56	40	71.4%	16	28.6%	7	5	71.4%	2	28.6%
JPOs	25	13	52.0%	12	48.0%	15	9	60.0%	6	40.0%	10	4	40.0%	6	60.0%
SPOs	3	1	33.3%	2	66.7%	2	0	0.0%	2	100.0%	1	1	100.0%	0	0.0%
Staff on Loan	7	1	14.3%	6	85.7%	7	1	14.3%	6	85.7%	0	0	0.0%	0	0.0%