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. Since its approval in 2021, the Strategy on Diversity, Equity and Inclusion (DEI) has been a key component of IFAD's broader workplace culture (WPC) initiative, aligning with the organization's core values of integrity, respect, professionalism and a results-oriented focus. The strategy is based on the premise that a workforce that reflects diverse perspectives and experiences contributes to a more effective and innovative organization. Through its DEI efforts, IFAD aims to support talent acquisition and retention while enhancing its positioning as an employer of choice.

2. The DEI Strategy has followed a phased approach since 2021, with annual updates to the Executive Board. Progress reports on phases I to III of the four-phase implementation plan (appendix I) have been shared since 2022, benefiting from Executive Board engagement and guidance. This collaboration led to the adoption of an additional key performance indicator (KPI) on multilingualism in 2024 (appendix II). The following sections outline activities under phase IV and beyond, alongside achievements and data demonstrating progress towards DEI KPI targets.

II. Progress update

A. Phase IV (2024 and beyond)

3. Phase IV of the implementation plan included the following action items:
(i) countersigning of the Senior Management DEI Compact; (ii) continued efforts to address identified areas for improvement, with a focus on sustaining relevant initiatives and aligning DEI-related actions with broader organizational practices; and (iii) continued exchange of experiences and best practices with other United Nations entities and international financial institutions (IFIs).

B. Leadership modelling

4. IFAD leadership maintained a strong focus on the workplace culture initiative, integrating it into senior-level meetings, town hall meetings and strategic retreats. In May 2024, the President introduced the Senior Management DEI Compact, which was signed by all Executive Management Committee (EMC) members, reaffirming leadership engagement on DEI-related matters. Following the recalibration and with new Senior Management members on board, the compact will be updated with new signatories to ensure continuity.

5. The 2024 Senior Management onboarding programme focused on strengthening leadership cohesion and supporting workplace integration for new managers. It included one-on-one briefings with thematic leads and insights on staff engagement results from the Global Staff Survey (GSS) and workplace culture initiatives.

6. IFAD's DEI Working Group, composed of both IFAD Management and staff, continued to meet quarterly. Post-recalibration, eight new WPC-DEI advocates nominated from headquarters and regional/country offices joined the group to support workplace culture activities and facilitate engagement across the organization.

7. The WPC-DEI advocates participated in a tailored DEI training programme, designed to build capacity in identifying and constructively addressing workplace concerns such as bias, unprofessional behaviour and other conduct-related challenges. Thirty-six staff members completed the training, with 13 certified to facilitate future sessions.

C. Ongoing and new initiatives

8. The 2024 GSS (pulse survey) showed a positive trend in staff engagement, with 95 per cent of respondents indicating a commitment to IFAD's success (an increase from 87 per cent in 2022).

Perceptions of workplace respect also improved: 64 per cent of respondents felt that people at IFAD are treated with dignity and respect,[1] up from 49 per cent seen in 2022. To sustain this momentum, IFAD continued its engagement through appointments of IFAD UN-GLOBE representatives, engagement with the IFAD chapter of the United Nations African Amicale (an association of African staff members in Rome-based agencies), and observance of World Day for Cultural Diversity for Dialogue and Development and International Mother Language Day.

9.   IFAD's **well-being and resilience programmes** continued in parallel with mental health services, provided by the Staff Counsellor. Over the course of the year, more than 270 supervisors and staff participated in coaching, workshops and webinars on self-care and resilience. These initiatives support efforts to foster an inclusive and psychologically safe work environment.

10. The United Nations Health Intelligence Survey conducted in December 2024 reflected positive staff feedback on IFAD's well-being efforts. Compared to the 2022 results, IFAD staff reported a 22 per cent reduction in indicators related to anxiety and depression, and a 12 per cent increase in time spent on family and personal pursuits.

11. Three sessions of women's security awareness training were organized in 2024. In addition, monthly wellness screenings for women were held, providing access to services such as breast cancer checks, Pap tests and pelvic scans.

12. In 2024, IFAD held 26 training sessions on sexual harassment, and sexual exploitation and abuse. Nearly 1,000 staff members completed mandatory harassment prevention training. A comprehensive behavioural audit conducted in 2023 informed improvements to reporting processes, enhancing the experience for those reporting concerns. Insights from the audit also guided development of a prototype for the Top-Secret Helpline app to be piloted in the Latin America and the Caribbean region.

13. **Disability inclusion** efforts continued through support from the IFAD Staff Association Support Group on Disabilities, which engages colleagues with disabilities and those with family members with disabilities. A draft of the Reasonable Accommodation Guidelines, aligned with the United Nations Disability Inclusion Strategy, is currently under institutional review.

14. Disability awareness training was delivered to 58 supervisors, focal points and People and Culture Division staff. A mini campaign leading up to the International Day of Persons with Disabilities on 3 December focused on raising awareness of invisible disabilities and respectful interactions with persons with disabilities. The campaign was featured on internal digital platforms and included text and video materials.

15. The **DEI Talks** series continued in 2024, contributing to IFAD's internal communication and staff engagement on workplace culture. Speakers from diverse regions shared perspectives on inclusion-related themes. Notable sessions included Ms Isabelle Min (Republic of Korea) discussing authentic engagement across cultural boundaries, and Ms Lesa Bradshaw (South Africa) presenting on reframing perceptions of disability. Both talks were well received and contributed to ongoing staff dialogue.

16. Engagement initiatives in 2024 aimed to foster connection and collaboration among staff across headquarters and field offices. These included team-based activities designed to encourage dialogue on workplace culture, as well as informal events

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[1] This indicator assesses the extent to which staff believe that people at IFAD are treated with dignity and respect irrespective 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.

that supported social cohesion and helped integrate newly relocated staff and their families into the broader IFAD community.

D. Benchmarking with United Nations entities and IFIs

17. IFAD contributed to the multidisciplinary United Nations Working Group on Diversity, Equity and Inclusion led by the High-Level Committee on Management, with particular involvement in the disability inclusion subgroup. Input from the group, including a workplace disability adjustment standardization tool, informed the development of IFAD's draft Reasonable Accommodation Guidelines.

18. The Fund participated in the October 2024 Ubuntu meeting in London, a platform for DEI collaboration among public sector institutions, IFIs, multilateral development banks and United Nations agencies. IFAD exchanged experiences on DEI governance and used the discussions to inform ongoing benchmarking efforts.

E. Key performance indicators – results and analysis

19. The KPIs for the DEI Strategy (appendix III) are reported and analysed in this section. The data reported, with supporting charts and tables (appendix IV), reflect the situation as at 1 January 2025, unless otherwise indicated. Additionally, the following definitions apply:[2]

    (a) **All workforce**: All categories of staff on fixed-term, continuing and indefinite contracts, 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 contracts, including JPOs.

    (c) **Short-term** (ST) staff: Staff on short-term contracts.

    (d) **International Professional** (IP) staff: Internationally recruited staff belonging to the definition of FT staff above, and higher categories (including directors, Associate Vice-Presidents and the Vice-President), excluding JPOs.

    (e) **Junior Professional Officers**: 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 those with special service agreements).[3]

    (i) **Headquarters and liaison offices (HQ&LO)**: Staff located in Rome and in the IFAD liaison offices (New York and Washington, D.C.; Brussels; Riyadh; and Yokohama).

    (j) **Field**: Staff located in all non-HQ&LO duty stations.

F. Gender outcome indicators

20. The People and Culture 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

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[2] Exclusions: staff on co-terminus 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 of 1 February of the year under consideration.

women on 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.[4] Additionally, the proportion of women in all staff-only categories by location is shown in figures 2 and 3. Figure 1 shows that the percentage of female representation across IFAD's workforce is 54.3 per cent, 1.3 per cent above the gender parity margin of between 47 and 53 per cent set by the UN-SWAP.[5] For IP and NP staff categories, the figure stands at 50.6 per cent and 51.7 per cent respectively. The figures for GS and ST staff are 70.9 per cent and 56.6 per cent, and for JPO and non-staff categories, 60.0 per cent and 50.1 per cent respectively. The percentage of women in the FT staff category (except non-staff) is 57.5 per cent. Progress has been made with the GS figure, which has dropped from 73.4 per cent in 2024 to 70.9 per cent, and ST staff dropping from 67.1 per cent in 2024 to 56.6 per cent.

22.   Figure 2 on the distribution of female staff in HQ&LO shows a similar pattern (57.5 per cent) to IFAD overall, where female over-representation among FT staff is slightly more pronounced, at 62.8 per cent. While there is a slight drop in the GS category in 2025 (78.9 per cent) compared to 2024 (79.3 per cent) and a significant decrease in ST staff in 2025 (54.1 per cent) compared to 2024 (67.2 per cent), female over-representation persists in these categories.

23.   Figure 3 shows the distribution of female staff in the field. While gender parity is reached among FT staff (50.9 per cent) and in the subset of NP staff (51.7 per cent), there is underrepresentation of women in the IP staff categories (42.9 per cent), and over-representation in the GS staff (59.8 per cent), ST staff (66.7 per cent) and JPO staff categories (62.5 per cent).

24.   Figure 4 shows the representation of women at the P-5 level and above – including women at National Professional Officer level and in the EMC – in 2024/2025. The EMC is chaired by the President of IFAD and is composed of the Vice-President, Associate Vice-Presidents, the Chief of Staff, the Chief Legal and Governance Officer, the Chief Risk Officer and the Managing Directors of the Office of Technical Delivery and the Office of Development Effectiveness. The category P-5 and above includes members of the EMC. The President of IFAD is not included in the data in figure 4.

25.   Women's representation in P-5 positions and above increased by 3.2 per cent in 2025 (from 46.8 per cent in 2024 to 48.3 per cent). In absolute terms, the number of female staff members in P-5 positions and above remained stable at 58 per cent in the said period. Similarly, female representation in the EMC remained stable at 44.4 per cent.

26.   Regarding women's representation at grade P-5 and above in HQ&LO and in the field, figure 5 highlights that 55.6 per cent of staff in senior positions in HQ&LO are women. It also shows that while there has been a slight improvement from 32.4 per cent in 2024 to 33.3 per cent, concerted efforts still need to be made to increase representation of women at P-5 and above in the field.

G.   Capacity outcome indicator

27.   On KPI 3 of the scorecard, IFAD will continue all efforts to ensure the relevant indicator is maintained until 2025 and beyond (table 1).

H.   Geographical representation outcome indicator

28.   To achieve more diversity in the workforce, IFAD's recruitment team ensures adherence to the Human Resources Implementing Procedures, which require that at

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[4] Refer to appendix IV for figures and tables.
[5] United Nations 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.

least one third of qualified candidates in the shortlists for vacant positions are from List B and List C countries (combined).

29. An upward trend has been maintained for representation of List B and List 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 further 0.4 per cent increase can be seen, from 50.4 per cent in 2024 to 50.6 per cent in 2025 (figure 6).

30. In terms of representation of Lists A, B and C in the IP category across the different locations (figure 7), List A nationals represent the majority of all IFAD and HQ&LO IP staff (48.9 per cent and 59.6 per cent respectively) while List C and List B nationals represent 72.1 per cent of IP staff in the field (70.7 per cent for List C and 1.4 per cent for List B).

Other personnel categories

31. **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 2025, 77 interns were under contract at IFAD, and 41.6 per cent were nationals of List A countries. The number of interns from List A countries decreased relative to the previous year (61.9 per cent). There was also a minimal decrease in the number of interns from List B countries (from 1.6 to 1.3 per cent), while the number of interns from List C countries increased compared to 2024 (from 36.5 to 57.1 per cent). Tables 2 and 3 provide a breakdown by list, location and nationality.

32. **Junior Professional Officers** are sponsored by donor Member States, 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.

33. As at 1 January 2025, there were 20 JPOs at IFAD. Of these, 15 were from List A countries (75.0 per cent) and the remainder were from List C countries (25.0 per cent), showing a slight increase for List C countries as compared to the previous year (24.0 per cent). IFAD has JPO agreements with Belgium, China, Denmark, Finland, France, Germany, Italy, Japan, Kingdom of the Netherlands, Norway, Republic of Korea, Sweden, Switzerland and United States. These agreements do not specify a maximum number of JPOs that can be funded at any given time. Tables 2 and 3 provide a breakdown.

34. **Special Programme Officer (SPO)** assignments provide senior officials from sponsoring Member States with the opportunity to bring their experience to IFAD while in turn allowing them to benefit from exposure to IFAD's work as a United Nations specialized agency and IFI. This initiative strengthens the partnership between IFAD and the sponsoring Member State, with SPOs recruited under bilateral agreements. As at 1 January 2025, there were three SPOs at IFAD: two from List A countries and one from List C. IFAD has SPO agreements in place with Denmark, Estonia, Japan and Republic of Korea. Tables 2 and 3 provide a breakdown.

35. **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 agreements concerning the 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, or development or other intergovernmental organizations; or agreements with

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[6] EB 2021/132/R.4, appendix, p. 6.

national administrations or intergovernmental organizations through loans, exchanges or other arrangements.

36. Staff members on loan hired through the United Nations Inter-Organization Agreement are considered FT staff in the annual DEI update. They are not reported separately as staff on loan in this document because they undergo 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 a seamless administration of their benefits and entitlements.

37. As at 1 January 2025, there were eight staff on loan at IFAD: five are nationals of List A countries, two are from List B countries and one is from a List C country. The percentages of staff on loan from List A, B and C countries have changed (62.5 per cent, 25.0 per cent and 12.5 per cent respectively) with respect to the previous year (42.9 per cent, 28.6 per cent and 28.6 per cent respectively). Except for one person located in Dakar, all staff on loan are based at headquarters. IFAD has agreements in place with: Expertise France; the Ministry of Agriculture and Food of France; Agence Française de Développement; the Kingdom of Saudi Arabia; the Ministry of Finance of the People's Republic of China; the Swiss Agency for Development and Cooperation; Bank of China; the Ministry of Agriculture, Forestry and Fisheries of Japan; and the Kuwait Fund for Arab Economic Development. Tables 2 and 3 provide a breakdown.

38. 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 reported as 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

39. As at 1 January 2025, across IFAD field offices and HQ&LO, the percentage of female interns and JPOs was above 50 per cent (59.7 per cent and 60.0 per cent respectively). For interns, this represents a decrease in comparison to the previous year (71.4 per cent), and an increase in the JPO category compared to 2024 (52.0 per cent). Table 4 provides a breakdown.

I. Equity and inclusion indicator

40. This indicator tracks the staff engagement index measured through the GSS. The 2024 pulse survey, conducted during January and February, was reported in the last DEI update. The 2025 GSS was launched in March, and the results will be included in the 2026 annual update.

J. Multilingualism indicator

41. Participation in language courses rose from 10 per cent in 2023 to 14 per cent in 2024. In the reporting period, 14 per cent of staff (FT and ST) participated in language training programmes for IFAD's four languages: Arabic, English, French and Spanish. Participants were 64 per cent female and 36 per cent male; 58 per cent of these were headquarters-based and 42 per cent field-based; 40 per cent were GS staff, 7 per cent National Professional Officers and 53 per cent staff in the Professional category. The French language training had the highest participation (49 per cent), followed by Spanish (26 per cent), English (14 per cent) and Arabic (11 per cent).

42. Staff requested and participated in language courses relevant to the regions in which they were stationed, including 2 staff members who took classes in Bahasa Indonesia (Jakarta), 20 who took Italian classes (Rome), and 1 staff who took a Portuguese class (Abidjan).

43.   On the effectiveness of the courses, 57 per cent found the classes very effective and 32 per cent somewhat effective. For usefulness, 70 per cent rated courses extremely useful, and the programme's impact is evident in the fact that 82 participants from 2024 re-enrolled in 2025. Participants appreciated the skills of the tutors and found the learning pace appropriate; however, field staff found one class per week insufficient for progress. Other concerns included limited conversation practice sessions, online fatigue and scheduling conflicts with work commitments.

44.   To address these gaps, the programme was revamped: two weekly classes (up from one) are now standard across duty stations, grouped by time zones. To ensure high-quality delivery, service providers covering all official IFAD languages were contracted. In addition, a results-driven approach was adopted, requiring a class-level test for completion, a 75 per cent attendance minimum was applied globally and a limit of two consecutive years on the same language and at the same level was established. Rome-based Professional staff may now enrol in Italian lessons also after their first year of appointment.

III. Conclusion

45.   In a period of organizational repositioning to enhance operational effectiveness and responsiveness, IFAD continued to apply a people-centred approach. The implementation of the DEI Strategy contributed to improved staff engagement and workplace perceptions.

46.   Progress was made towards gender and geographical representation targets. While decentralization posed challenges in recruiting women at the P-5 and above levels in the field, the establishment of new regional offices in Latin America and the Caribbean, and Asia and the Pacific presents future opportunities. Efforts to promote multilingualism also advanced, with a focus on building the language skills needed for effective operations across diverse regions.

47.   In 2025, IFAD will continue its work on disability inclusion with the launch of the Reasonable Accommodation Guidelines. Planned activities also include participation in United Nations and internal initiatives aimed at advancing dialogue and engagement on workplace culture and inclusion. While the staff engagement index target was not reached in 2024, the pulse survey results suggest positive momentum towards reaching it in 2025. Sustaining strong staff engagement and fostering a constructive work environment remain ongoing priorities.

48.   As phase IV of the DEI Strategy implementation plan concludes, IFAD is positioned to continue strengthening its workplace culture. Ongoing collaboration will be important to embed inclusive practices within institutional operations.

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.			▉	▉	▉	▉	▉

MULTILINGUALISM INDICATOR

	Description
1	**Language training programmes** * 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."

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 language 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."

This 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

Questions:
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	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. 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. • 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. 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.
	Agency 2	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.
	Agency 3	We do subsidize language courses in the organization's three languages as a way to improve project implementation and to foster onboarding and engagement.
	Agency 4	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.
	Agency 5	We do track language as part of our metrics, but it is self-declared, and we do not have targets.

Revised DEI KPIs Scorecard and Disaggregated Indicators

Table B *Revised DEI KPIs Scorecard*

	Indicators	Targets	Baseline 2022	2023	2024	2025	Status	Timeline
	Gender outcome indicators							
1	Women representation at senior level (percentage of women at grade P-5 and above)[7]	40%	37.5%	42.5%	46.8%	48.3%	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%	54.3%	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%	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%	50.6%	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
6	`2025` Staff participation in language training programmes (specific to IFAD four languages)	-	-	-	-	-	-	-
	*Subject to periodic review during DEI Strategy implementation							

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[7] 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 2025 except for non-staff data which is effective from 1 February 2025.**

Figure 1
Female representation in all categories – IFAD, 2025
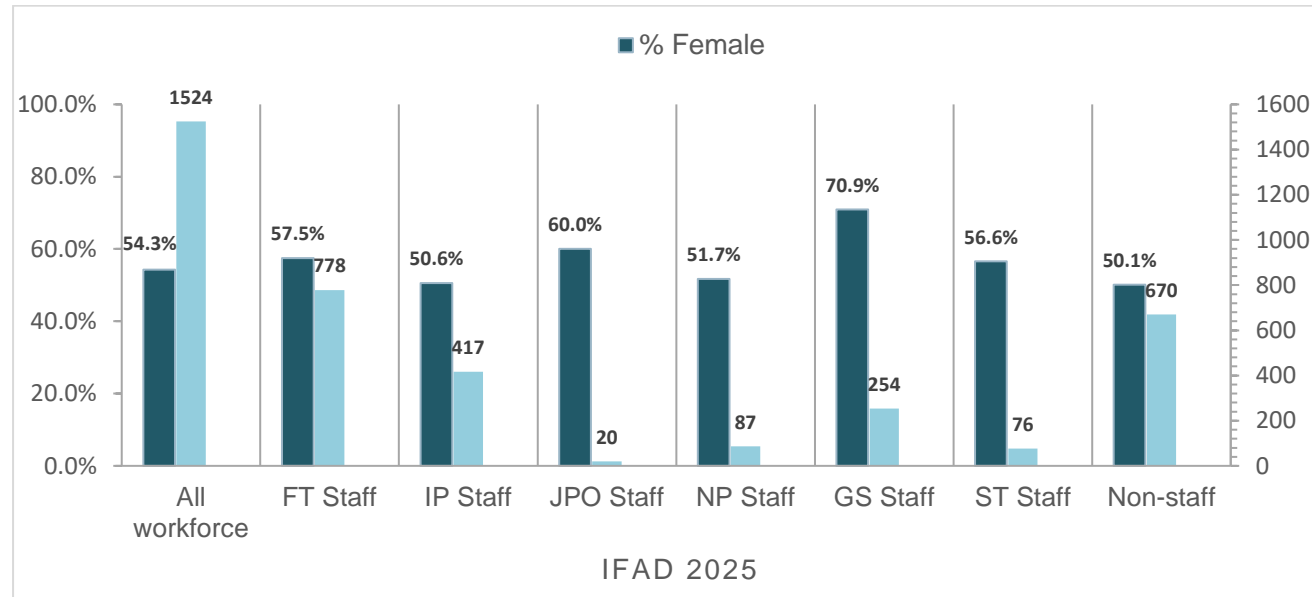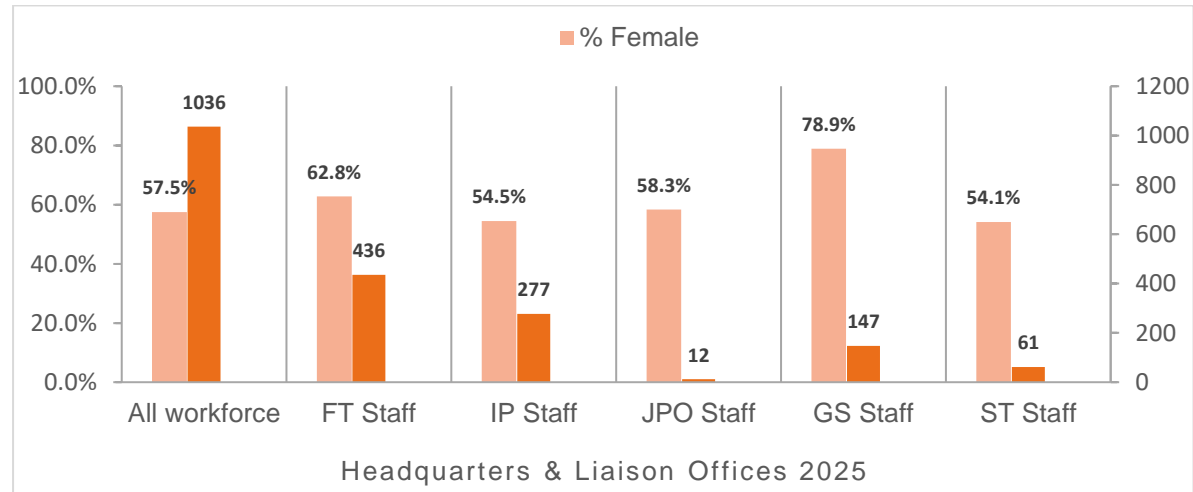

IFAD 2025

Figure 2
Female representation in all staff-only categories – HQ&LO, 2025
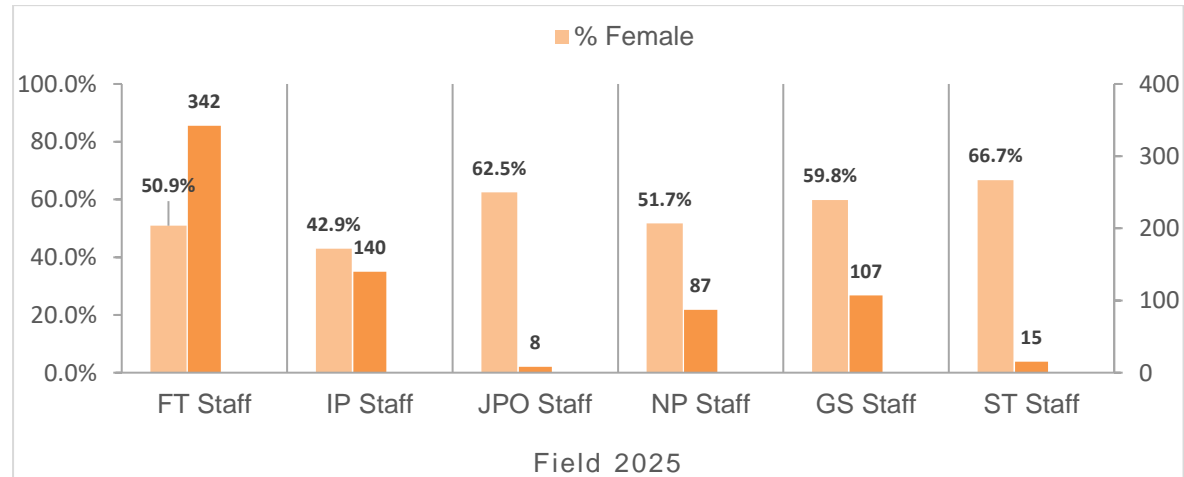

Figure 3
Female representation in all staff-only categories – field, 2025

Figure 4
Female representation at senior level (percentage of women in IP staff positions – P-5 and above and EMC) 2024/2025– IFAD
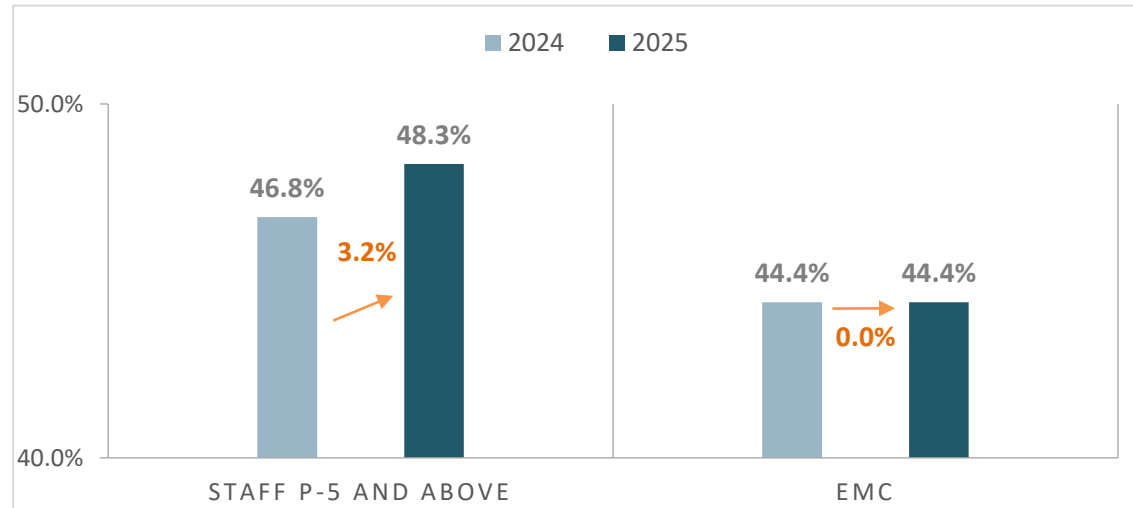

Figure 5
Female representation at senior level (percentage of women in IP staff positions – P-5 and above) 2025 – HQ&LO
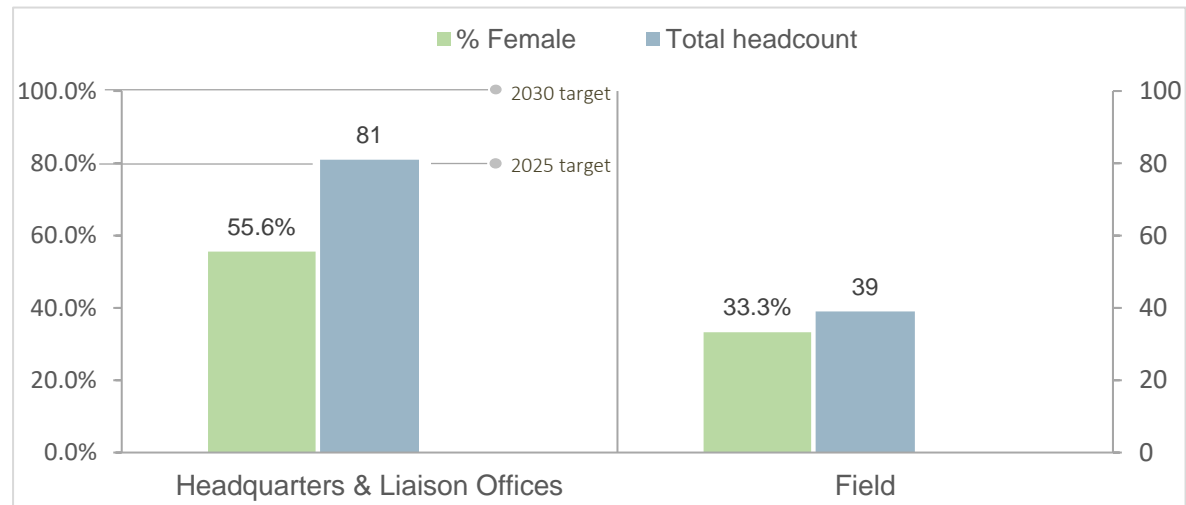
Figure 6
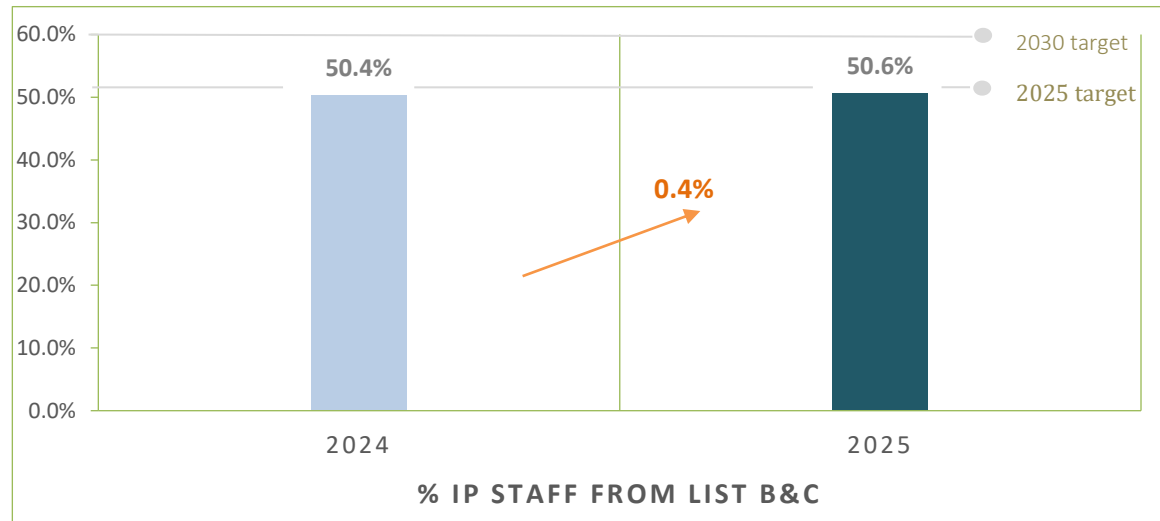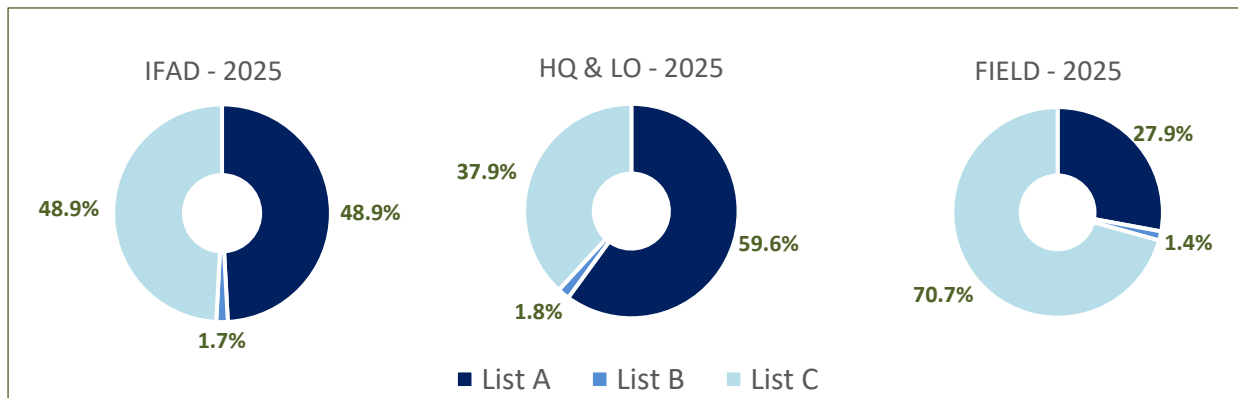**International Professional and above categories, all IFAD IP staff, 2024/2025**

Figure 7
IP and above categories – country list representation, by location[8] 2025

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[8] Minor percentages of staff from non-member countries not included.

Table 1

Key performance indicator 3 on capacity - 2025

	Capacity outcome indicators	Targets	Baseline	Status	Timeline
3	Capacity assessment and development – percentage of supervisors completing mandatory training on gender bias	100%	100%	Complete	Continuous

Table 2

Number and percentage of interns, JPOs, SPOs and staff on loan at IFAD by List and location (as of 1 January 2025)

	IFAD Overall (HQ, ILOs, and Field)													
	IFAD	List A		List B		List C		Sub-list C1		Sub-list C2		Sub-list C3		
	#	#	%	#	%	#	%	#	%	#	%	#	%
Interns	77	32	41.6%	1	1.3%	44	57.1%	7	9.1%	34	44.1%	3	3.9%
JPOs	20	15	75.0%	0	0.0%	5	25.0%	1	5.0%	4	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	8	5	62.5%	2	25.0%	1	12.5%	0	0.0%	1	12.5%	0	0.0%
	HQ & ILOs												
	IFAD	List A		List B		List C		Sub-list C1		Sub-list C2		Sub-list C3	
	#	#	%	#	%	#	%	#	%	#	%	#	%
Interns	74	32	43.2%	1	1.4%	41	55.4%	7	9.5%	32	43.2%	2	2.7%
JPOs	12	8	66.7%	0	0.0%	4	33.3%	0	0.0%	4	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	4	57.1%	2	28.6%	1	14.3%	0	0.0%	1	14.3%	0	0.0%
	Field												
	IFAD	List A		List B		List C		Sub-list C1		Sub-list C2		Sub-list C3	
	#	#	%	#	%	#	%	#	%	#	%	#	%
Interns	3	0	0.0%	0	0.0%	3	100%	0	0.0%	2	66.7%	1	33.3%
JPOs	8	7	87.5%	0	0.0%	1	12.5%	1	12.5%	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%
Staff on Loan	1	1	100%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

Table 3
Number of interns, JPOs, SPOs and staff on loan at IFAD by nationality (as of 1 January 2025)

Interns			JPOs		
Nationality	**%**	**#**	**Nationality**	**%**	**#**
Italy	31.2%	24	France	20.0%	4
China	29.9%	23	China	20.0%	4
India	5.2%	4	Switzerland	15.0%	3
Turkey	3.9%	3	Italy	15.0%	3
Colombia	2.6%	2	Netherlands	10.0%	2
Japan	2.6%	2	Germany	10.0%	2
United Kingdom	2.6%	2	Burkina Faso	5.0%	1
Germany	1.3%	1	Japan	5.0%	1
France	1.3%	1	**Total**	**100.0%**	**20**
Ethiopia	1.3%	1			
Lebanon	1.3%	1	SPOs		
Cote D'Ivoire	1.3%	1	**Nationality**	**%**	**#**
Kenya	1.3%	1	Estonia	33.3%	1
Rwanda	1.3%	1	Denmark	33.3%	1
Romania	1.3%	1	Korea, Republic of	33.3%	1
Egypt	1.3%	1	**Total**	**100.0%**	**3**
Chile	1.3%	1			
Morocco	1.3%	1	Staff on Loan		
Canada	1.3%	1	**Nationality**	**%**	**#**
Korea, Republic of	1.3%	1	France	37.5%	3
Iran (Islamic Republic Of)	1.3%	1	China	12.5%	1
Cameroon	1.3%	1	Japan	12.5%	1
United States	1.3%	1	Kuwait	12.5%	1
Yemen	1.3%	1	Saudi Arabia	12.5%	1
Total	**100.0%**	**77**	Switzerland	12.5%	1
			Total	**100.0%**	**8**

Table 4
Number and percentage of interns, JPOs and staff on loan at IFAD, by gender and location (as of 1 January 2025)

	IFAD Overall (HQ, ILOs, and Field)					HQ & ILOs					Field				
	IFAD	Female		Male		IFAD	Female		Male		IFAD	Female		Male	
	#	#	%	#	%	#	#	%	#	%	#	#	%	#	%
Interns	77	46	59.7%	31	40.3%	74	44	59.5%	30	40.5%	3	2	66.7%	1	33.3%
JPOs	20	12	60.0%	8	40.0%	12	7	58.3%	5	41.7%	8	5	62.5%	3	37.5%
SPOs	3	2	66.7%	1	33.3%	2	1	50.0%	1	50%	1	1	100%	0	0.0%
Staff on Loan	8	2	25.0%	6	75.0%	7	1	14.3%	6	85.7%	1	1	100%	0	0.0%