Investing in rural people

Executive Board

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 Strategy on Diversity, Equity and Inclusion (DEI) approved by the Executive Board in 2021, continues to be implemented as a component of the Fund's broader workforce and workplace culture agenda. Anchored in IFAD's core values of respect, integrity, professionalism and focus on results, the strategy informs practices across the employee life cycle.

2. Following a phased implementation plan (appendix I), 2025 marked the fourth year of the strategy's implementation, with progress tracked against the key performance indicators (KPIs) approved by the Executive Board.

3. In line with the reporting mandate to the Executive Board, this update outlines activities undertaken during the reporting period, ongoing initiatives and results measured against the approved KPIs.

A. Leadership and governance

4. To strengthen institutional capacity to enhance workplace culture and employee relations, a dedicated culture transformation and employee relations position was established within the front office of the People and Culture Division headed by a P-5 level position.

5. IFAD's DEI Working Group, chaired by the Associate Vice-President of the Corporate Services Department, met quarterly as mandated under the strategy. Deliberations covered the annual workplan, the Global Staff Survey (GSS) follow-up plan and exchange sessions with all staff, the midterm review of the Disability Inclusion Strategy, staff well-being and resilience initiatives, and training and awareness activities.

6. The workplace culture–DEI advocates continued their role of supporting inclusive practices and serving as points of reference for staff across headquarters and country offices. They also participated in a dedicated capacity-building session during the reporting period.

B. Ongoing and new initiatives

7. **Global Staff Survey.** The 2025 GSS was conducted over six weeks during March and April and achieved an 83 per cent participation rate. Results across the 10 thematic areas showed improvements overall.

8. In relation to workplace culture and the employee experience, survey results indicated positive perceptions regarding dignity and respect in the workplace and recognition of the value of different perspectives and experiences across the organization.

9. Survey results also reflected positive perceptions regarding an inclusive and supportive work environment. The 2025 survey further established a baseline measure relating to disability inclusion, which will help inform future efforts to strengthen workplace policies and practices. A comprehensive action plan has been agreed with Senior Management to build on survey findings ahead of the next survey cycle.

10. **Disability inclusion.** IFAD undertook a midterm review of its 2022–2027 Disability Inclusion Strategy. The review examined progress against the strategy's monitoring framework and identified areas for continued strengthening over the remainder of the implementation period. The review confirmed progress in a number of areas, including staff capacity development, employment and communications, and identified priorities to guide implementation during the remaining strategy period.

11. **Sexual harassment (SH)/sexual exploitation and abuse (SEA).** With the cooperation of the Permanent Mission of Switzerland to the United Nations organizations in Rome, a forum theatre event on prevention of sexual exploitation, abuse and harassment was held at IFAD headquarters in March 2025 for IFAD's management team, Member State representatives and senior representatives from the Food and Agriculture Organization of the United Nations (FAO) and the World Food Programme. A total of 140 people attended the event, which explored real-life SH/SEA scenarios and underlined the Fund's zero-tolerance policy.

12. In 2025, a total of 3,721 participants completed ethics training, which included 31 SH/SEA training sessions delivered during project start-up workshops, reaching 1,275 staff members and implementing partners in 27 countries. Ethics training was provided to a further 1,070 individuals at 27 corporate events, including divisional meetings, regional retreats, corporate inductions, performance management training sessions for supervisors and consultant briefings, bringing the total number of people receiving in-person training to 2,345. Additionally, mandatory online training on the Code of Conduct, anti-harassment and SH/SEA was completed by 98 per cent of staff globally, with 1,376 personnel being certified. This training and awareness-raising has resulted in a progressive improvement in ethics-related GSS results relative to the previous survey. Positive responses increased by 11 percentage points in relation to feeling safe in reporting misconduct without the risk of retaliation. The proportion of staff who consider that IFAD has effective grievance redress mechanisms for staff also increased by 11 percentage points.

13. **International days.** IFAD marked International Mother Language Day (21 February) and World Day for Cultural Diversity for Dialogue and Development (21 May) through internal communications initiatives, including a multilingual video and a staff-curated music collection made available on the intranet. On 4 December 2025, in line with the United Nations calendar, IFAD held a hybrid event titled **Safe Spaces, Stronger Voices**, marking four international days: International Day for the Elimination of Violence Against Women, World AIDS Day, the International Day of Persons with Disabilities, and Human Rights Day.

14. **IFAD's well-being and resilience programmes** continued, with leading experts invited to deliver two webinars during the reporting period: **Leading with Accountability and Empathy: Building Trust and Resilience in Teams** and **Thriving at Work: Practical Strategies for Sustainable Work–Life Integration.**

15. IFAD continued to strengthen its approach to mental health and well-being through collaboration across divisions. Findings from the 2024 mental health and well-being assessment, including identified priority gaps, informed the development of IFAD's mental health and well-being action plan in December 2025. In parallel, the staff counsellor continued to provide individual counselling and psychological support for IFAD personnel and eligible family members, along with weekly mindfulness sessions, intranet resources, awareness campaigns and outreach missions to country offices.

C. Key performance indicators – results and analysis

16. 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 2026, unless otherwise indicated. Additionally, the following definitions apply:[1]

[1] 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 of the Independent Office of Evaluation of IFAD.

(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).

(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.

D. Gender outcome indicators

17. 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 share of women with FT staff and non-staff contracts and women in the IP category at the P-5 level and above.

18. As at 1 January 2026, women represented 53.9 per cent of IFAD’s overall workforce, putting IFAD within 0.9 percentage points of the upper bound of the gender parity margin (47–53 per cent) of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women 3.0. Women’s representation stood at 52.9 per cent in the IP category, 51.7 per cent in the NP category, 70.5 per cent in the GS category, 53.7 per cent in the ST category, 61.1 per cent in the JPO category and 46.7 per cent in the non-staff category. Women made up 58.5 per cent of fixed-term staff reflecting the composition of the GS and ST categories. Compared with the previous reporting period, the GS figure decreased from 70.9 to 70.5 per cent and the ST figure from 56.6 to 53.7 per cent (figure 1).

19. At headquarters and liaison offices, women represented 62.2 per cent of the total workforce and 64.0 per cent of fixed-term staff (figure 2). In the field, gender parity was achieved among fixed-term staff (52.1 per cent), NP staff (51.7 per cent) and ST staff (52.9 per cent). Representation of women in the field stood at 45.1 per cent in the IP category and at 61.2 per cent in the GS category (figure 3). IFAD will continue to apply targeted recruitment and internal mobility measures to support balanced representation of women in the workforce, including among IP staff in the field.

20. Representation of women at the P-5 level and above increased from 48.3 per cent in 2025 to 50.4 per cent in 2026 (58 to 61 positions in absolute terms).

Representation of women on the Executive Management Committee increased from 44.4 per cent in 2025 to 66.7 per cent in 2026 (figure 4).

21. At headquarters and liaison offices, women accounted for 59.5 per cent of staff at the P-5 level and above. In the field, the figure stood at 36.2 per cent, up from 33.3 per cent in 2025; sustained attention will continue to be given to this indicator (figure 5).

Capacity outcome indicator

22. IFAD will continue to maintain performance on KPI 3 (Capacity assessment and development – percentage of supervisors completing mandatory training on gender bias) throughout the next reporting period and beyond.

E. Geographical representation outcome indicator

23. To support workforce diversity, IFAD's recruitment procedures under the Human Resources Implementing Procedures require that at least one third of qualified candidates on shortlists for vacant positions come from List B and List C countries (combined).

24. Representation of List B and List C countries among staff in the IP category increased from 50.6 per cent in 2025 to 51.1 per cent in 2026 (figure 6), continuing the upward trend recorded since 2021 (17 percentage point increase from 2017 to 2021, reported in the 2021 diversity update).

25. Across locations, List A nationals represent 59.9 per cent of IP staff at headquarters and liaison offices, while List C nationals represent 70.4 per cent of IP staff in the field. Overall, List B and List C nationals combined represent 72.3 per cent of field-based IP staff (figure 7).

Other personnel categories

26. The management of interns, Junior Professional Officers, Senior Professional Officers, staff on loan and other partnership-supported categories represents a strategic component of IFAD's people agenda and broader partnership architecture, as also reflected in the Global Partnership Report and the bilateral agreements with Member States that underpin many of these arrangements. These programmes generate mutual value through talent development, knowledge exchange and institutional collaboration, while strengthening IFAD's partnerships across the United Nations system and with donor governments, academia and other institutions.

27. Beyond their immediate contribution to organizational objectives, these categories represent important talent pipelines and sources of specialized expertise. They also support IFAD's diversity, equity and inclusion objectives by broadening access to international development careers, fostering cross-cultural exchange and strengthening the diversity of future leadership across the international development system.

28. IFAD's approach seeks to build lasting connections with these professionals while supporting their growth and career development through meaningful assignments, mentoring, coaching and professional development opportunities. In doing so, IFAD enhances the individual capabilities and future career prospects of these individuals, while also reinforcing the Fund's ability to attract talent, deepen strategic partnerships and contribute to a stronger, more diverse and interconnected development workforce. The following sections provide an overview of each programme.

29. **Interns.** IFAD's internship programme provides recent graduates or students with a valuable learning experience. Interns assist IFAD in various professional fields relevant to its mission. As at 1 January 2026, 49 interns were under contract at IFAD; 44.9 per cent were nationals of List A countries. The number of interns from List A countries increased relative to the previous year (41.6 per cent). The

percentage of interns from List B countries dropped from 1.3 per cent to 0 per cent during the reporting period, while the percentage of interns from List C countries decreased from 57.1 to 55.1 per cent. Tables 1 and 2 provide a breakdown by list, location and nationality.

30. **JPOs** are sponsored by donor governments, which invest in young, university-educated professionals from their own or other countries. This programme fosters partnerships between IFAD and sponsoring Member States under bilateral agreements for the recruitment of JPOs.

31. As at 1 January 2026, there were 18 JPOs at IFAD. Of these, 16 were from List A countries (88.9 per cent) and the remainder were from List C countries (11.1 per cent), reflecting a slight increase for List A (compared with 75.0 per cent in 2025) and a decrease for List C countries (25.0 per cent in 2025). IFAD has JPO agreements with Burkina Faso, France, Germany, Italy, Luxembourg, the Kingdom of the Netherlands, the Republic of Korea and Switzerland. 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.

32. **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 an international financial institution (IFI). This initiative strengthens the partnership between IFAD and the sponsoring Member State, with SPOs recruited under bilateral agreements. As at 1 January 2026, there was one SPO at IFAD from a List C country. IFAD has an SPO agreement in place with the Republic of Korea. Tables 1 and 2 provide a breakdown.

33. **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 (Inter-Organizational Transfer Agreement); agreements with other IFIs or development or other intergovernmental organizations; or agreements with national administrations or intergovernmental organizations through loans, exchanges or other arrangements.

34. Staff members on loan from other organizations applying the United Nations common system of salaries and allowances 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 under the Inter-Organizational Transfer Agreement, ensuring continuity of service within the United Nations common system and a seamless administration of their benefits and entitlements.

35. As at 1 January 2026, there were seven staff on loan at IFAD: five are nationals of List A countries, one is from a List B country and one is from a List C country. The percentages of staff on loan from List A, B and C countries (71.4 per cent, 14.3 per cent and 14.3 per cent, respectively) have changed with respect to the previous year (62.5 per cent, 25.0 per cent and 12.5 per cent, respectively). Except for one person located in Dakar, all staff on loan are based at headquarters. Tables 1 and 2 provide a breakdown.

36. 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, this figure 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 in which the releasing entity is based, not the nationality of the individuals on loan to IFAD.

Breakdown by gender

37. As at 1 January 2026, across IFAD field offices, headquarters and liaison offices, the percentage of female interns and JPOs was above 50 per cent (73.5 per cent and 61.1 per cent, respectively). For both interns and JPOs, this represents an increase in comparison to the previous year (59.7 per cent and 60.0 per cent, respectively, as at 1 January 2025). Table 3 provides a breakdown.

F. Equity and inclusion indicator

38. This indicator tracks the staff engagement index as measured through the GSS. Positive responses to the core question that measures staff perceptions regarding whether people in IFAD are treated with dignity and respect, irrespective of personal characteristics, increased from 49 per cent in 2022 to 64 per cent in 2024 and 70 per cent in 2025. Combined with the 2025 engagement score of 79 per cent, IFAD achieved a composite score of 74.5 per cent – below the 2025 target of 80 per cent. Progress has been recorded consistently across reporting cycles since 2022, and continued attention will be given to sustaining this trajectory.

G. Multilingualism indicator

39. Participation in language courses rose from 14 per cent in 2024 to 24 per cent in 2025. Some 83 per cent of participating staff (FT and ST) enrolled in courses in IFAD’s four official languages, Arabic, English, French and Spanish, and 17 per cent enrolled in courses in host country languages. These participation levels also mirror IFAD’s operational footprint: French and Spanish are frequently the primary working languages in regions where the Fund is most active — notably West and Central Africa and Latin America and the Caribbean — underlining the direct relevance of language training to effective country-level engagement and delivery.

40. Participants were 65 per cent female and 35 per cent male; 49 per cent were headquarters-based and 51 per cent field-based. All categories of staff participated. The French language training had the highest participation (50 per cent), followed by Spanish (21 per cent), English (17 per cent) and Arabic (12 per cent). Host country language enrollments included 1 for Portuguese, 1 for Turkish, 2 for Kiswahili, 8 for Thai and 34 for Italian.

41. The training experience was rated “satisfied/very satisfied” by 80 per cent of participants, “neutral” by 6 per cent and “dissatisfied” by 14 per cent. On self-reported improvement in language skills, 41 per cent noted significant improvement, 44 per cent some improvement, 18 per cent were neutral and 5 per cent noted no improvement.

42. During the reporting period, digital tools, such as Busuu’s AI-based conversation practice, were adopted. Pathways were established for interested staff to take the FAO language proficiency examinations (May–June), with 5 staff members earning B-level certifications and 11 earning C-level certifications.

II. Next steps and conclusion

43. The results outlined in this report reflect sustained implementation of the strategy, in line with IFAD’s core values and the Board-approved framework. The focus remains on consistent mainstreaming across the employee life cycle, continued monitoring and reporting against the approved KPIs, and reinforcement of the initiatives mentioned in this update.

44. Results recorded during the reporting period reflect steady progress across the gender and geographical representation indicators, including 50.4 per cent representation of women at the P-5 level and above, and a combined 51.1 per cent

share of List B and List C nationals in the IP category. Continued attention will be given to sustaining these trends, with a particular focus on representation of women in the IP category in the field.

45. In relation to workplace culture, the trend recorded through successive Global Staff Survey cycles will be sustained through ongoing implementation of the post-GSS action plan, the mental health and well-being action plan finalized in December 2025, and the continued work of the DEI Working Group and workplace culture advocates. The midterm review of the Disability Inclusion Strategy (2022–2027), initiated during the reporting period, will inform the next phase of implementation, in line with the United Nations Disability Inclusion Strategy.

46. IFAD will continue to report annually to the Executive Board on progress against the approved framework.

DEI implementation plan

DEI implementation plan – Phases I, II, III & IV – Q4 2021, 2022, 2023, 2024 & 2025

ACTION ITEMS		Activities	2021	2022	2023	2024	2025 & 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. In line with the phased approach reflected in the KPI framework, management intends to progressively evolve the monitoring of these initiatives from participation-based metrics toward indicators that capture language proficiency attainment and the practical application of language skills in decentralized operations and country-level delivery.

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	2026	Status	Timeline
	Gender outcome indicators								
1	Women representation at senior level (percentage of women at grade P-5 and above)[5]	40% 50%	37.5%	42.5%	46.8%	48.3%	50.4%	On track	2025 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%	53.9%	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%	100%	Complete (sustain)	2023
	Geographical representation outcome indicators								
4	Increased representation of List B & C countries (International Professional staff)	52% 60%	48.5%	49.7%	50.4%	50.6%	51.1%	On track	2025 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%[6]	-	-	74.5%	Missed	2025
6	2025 Staff participation in language training programmes (specific to IFAD four languages)	-	-	-	-	-		-	-
	***Subject to periodic review during DEI Strategy implementation**								

[5] 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 1

[6] 74% noted here is an error identified as this constitutes only the aggregate of the engagement index for the 2022 survey. If the 49% score for DEI had been added, it amounts to 61.5%. No DEI score was accounted for in the 72% score in 2018 as a DEI question had not been introduced in the survey.

Summary

While all indicators meet the target/are on track, indicator 5 while also demonstrating gradual improvement, has not yet reached its target. Management is maintaining a steady focus on awareness-raising, training, and performance management interventions to reinforce progress and support the achievement of the desired outcome.

Figures and tables*

**** The data reported are effective 1 January of 2026 except for non-staff data which is effective from 1 February 2026.***

Figure 1
Female representation in all categories – IFAD, 2026

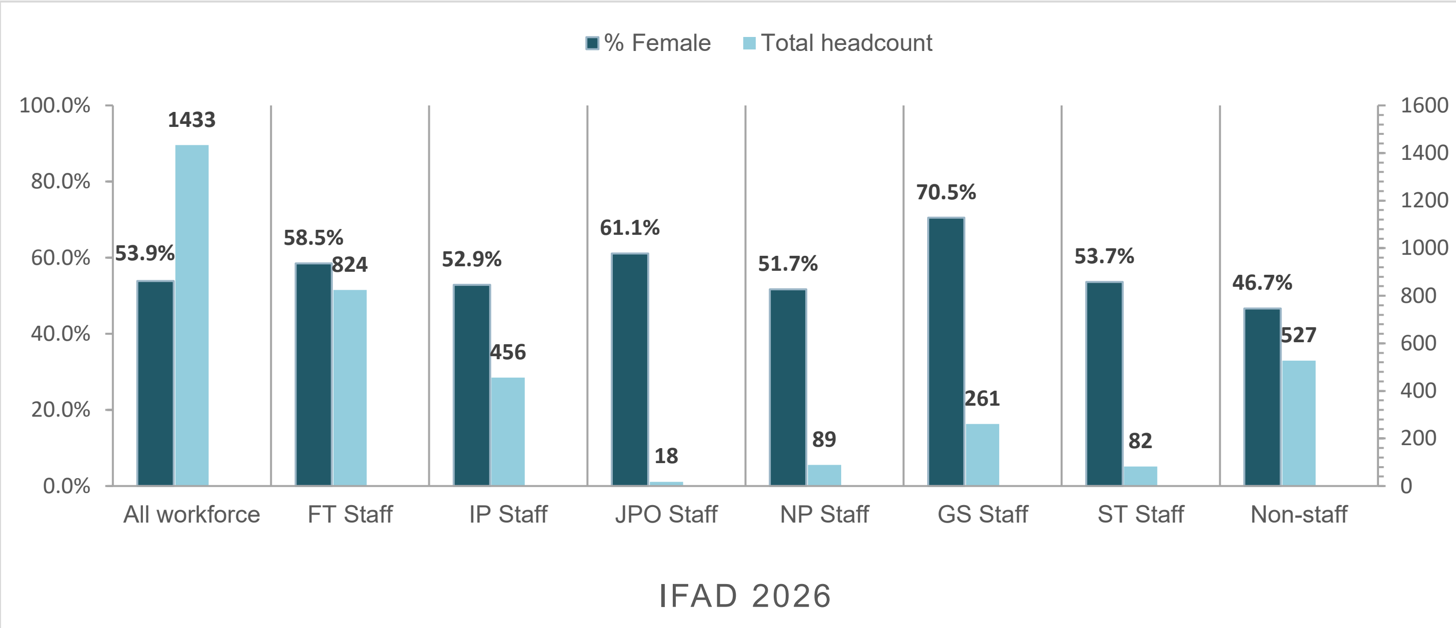


Figure 2
Female representation in all staff-only categories – HQ&LO, 2026

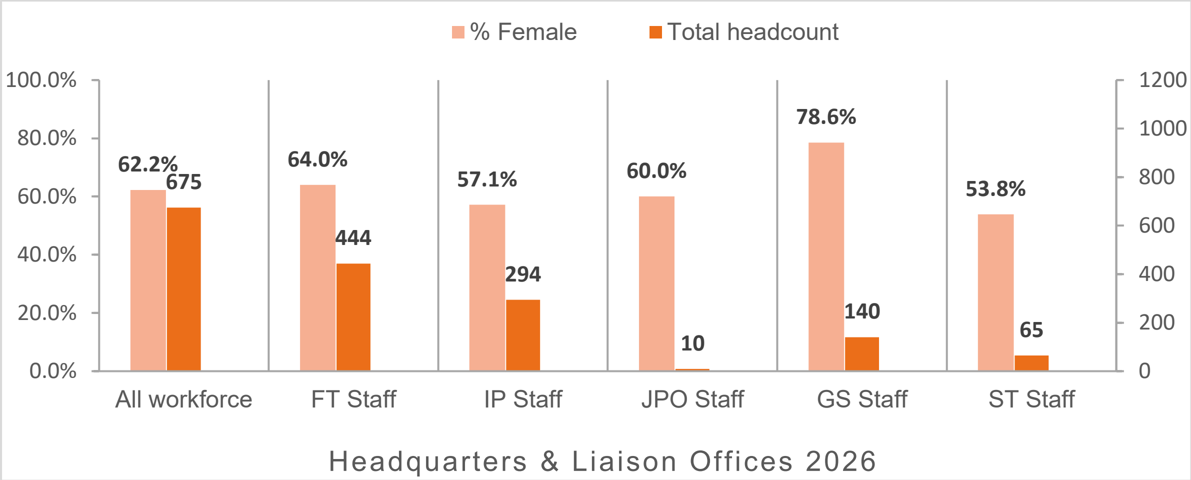


Figure 3
Female representation in all staff-only categories – field, 2026

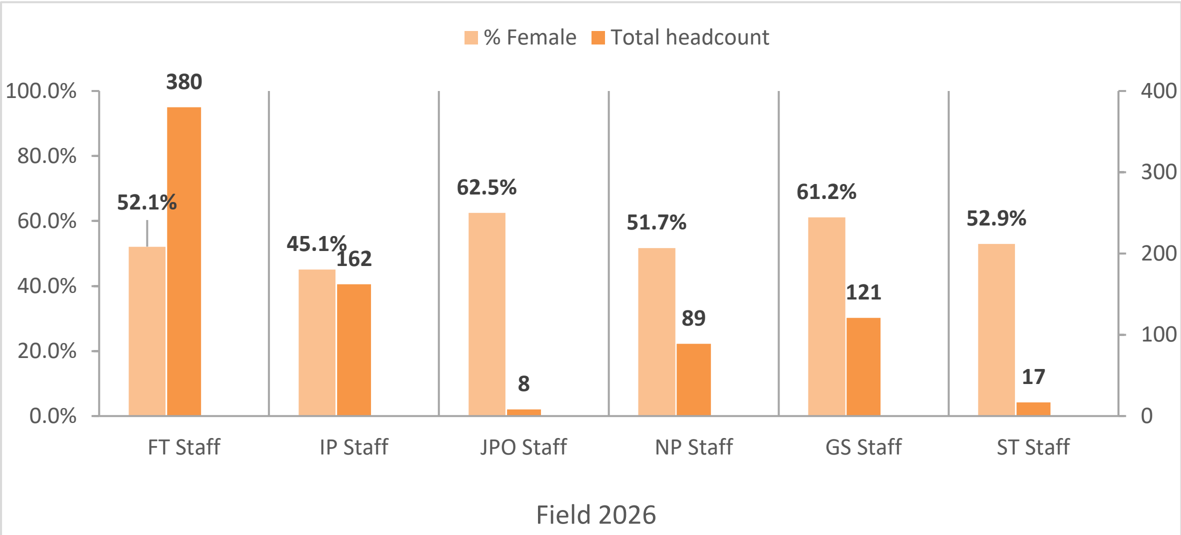


Figure 4
Female representation at senior level (percentage of women in IP staff positions – P-5 and above and EMC) 2025/2026– IFAD

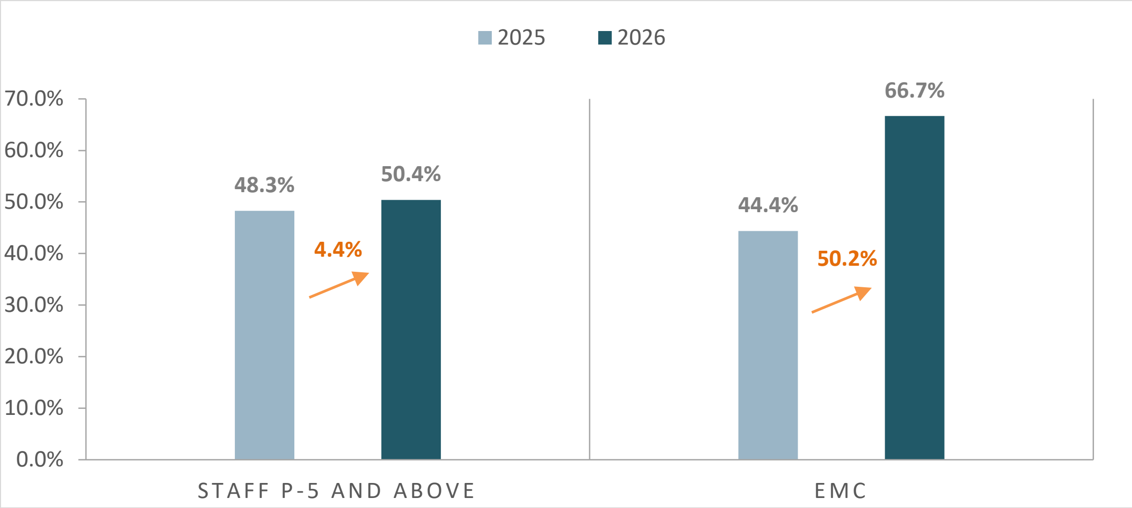


Figure 5
Female representation at senior level (percentage of women in IP staff positions – P-5 and above) 2026 – HQ&LO

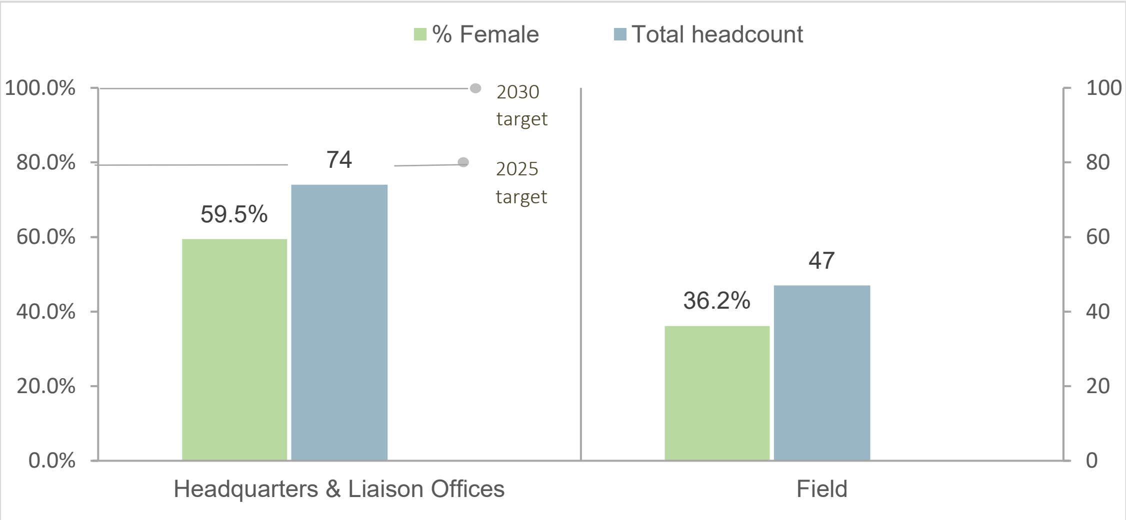


Figure 6
International Professional and above categories, all IFAD IP staff, 2025/2026

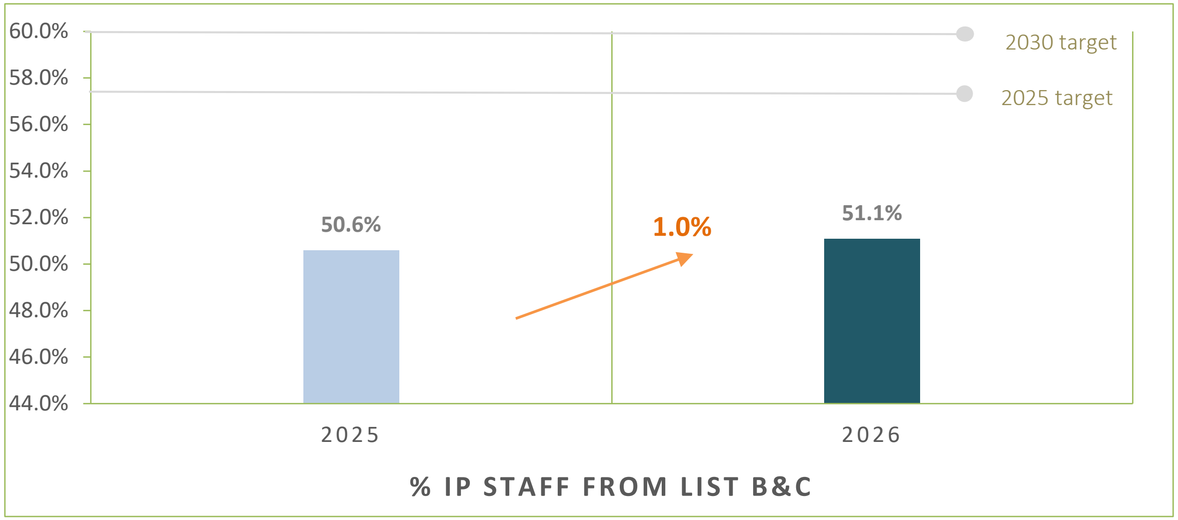
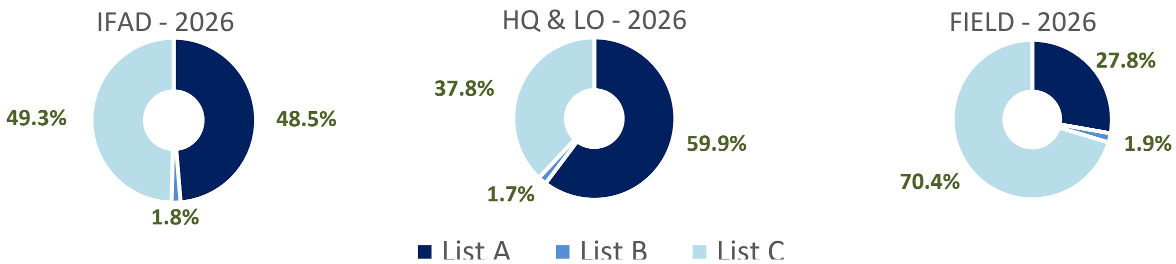


Figure 7
IP and above categories – country list representation, by location[7] 2026



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

Table 1

Number and percentage of interns, JPOs, SPOs and staff on loan at IFAD by List and location (as of 1 January 2026)

	IFAD Overall (HQ, ILOs, and Field)												
	IFAD	List A		List B		List C		Sub-list C1		Sub-list C2		Sub-list C3	
	#	#	%	#	%	#	%	#	%	#	%	#	%
Interns	49	22	44.9%	0	0.0%	27	55.1%	8	16.3%	17	34.7%	2	4.1%
JPOs	18	16	88.9%	0	0.0%	2	11.1%	1	5.6%	1	5.6%	0	0.0%
SPOs	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100.0%	0	0.0%
Staff on Loan	7	5	71.4%	1	14.3%	1	14.3%	0	0.0%	1	14.3%	0	0.0%
	HQ & ILOs												
	IFAD	List A		List B		List C		Sub-list C1		Sub-list C2		Sub-list C3	
	#	#	%	#	%	#	%	#	%	#	%	#	%
Interns	40	20	50.0%	0	0.0%	20	50.0%	6	15.0%	14	35.0%	0	0.0%
JPOs	10	9	90.0%	0	0.0%	1	10.0%	0	0.0%	1	10.0%	0	0.0%
SPOs	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100.0%	0	0.0%
Staff on Loan	6	4	66.7%	1	16.7%	1	16.7%	0	0.0%	1	16.7%	0	0.0%
	Field												
	IFAD	List A		List B		List C		Sub-list C1		Sub-list C2		Sub-list C3	
	#	#	%	#	%	#	%	#	%	#	%	#	%
Interns	9	2	22.2%	0	0.0%	7	77.8%	2	22.2%	3	33.3%	2	22.2%
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 2
Number of interns, JPOs, SPOs and staff on loan at IFAD by nationality (as of 1 January 2026)

Interns		
Nationality	**%**	**#**
Italy	30.6%	15
China	12.2%	6
Korea, Republic of	10.2%	5
Jordan	4.1%	2
Belgium	2.0%	1
Philippines	2.0%	1
Rwanda	2.0%	1
Eswatini	2.0%	1
Tunisia	2.0%	1
Kenya	2.0%	1
Zimbabwe	2.0%	1
United Kingdom	2.0%	1
Costa Rica	2.0%	1
India	2.0%	1
Ireland	2.0%	1
France	2.0%	1
Spain	2.0%	1
Cote D'Ivoire	2.0%	1
Gambia	2.0%	1
Colombia	2.0%	1
Uganda	2.0%	1
Kazakhstan	2.0%	1
Turkey	2.0%	1
United States	2.0%	1

JPOs		
Nationality	**%**	**#**
Germany	22.2%	4
Italy	22.2%	4
France	22.2%	4
Netherlands	11.1%	2
Burkina Faso	5.6%	1
Luxembourg	5.6%	1
Switzerland	5.6%	1
Korea, Republic of	5.6%	1
Total	**100.0%**	**18**

SPOs		
Nationality	**%**	**#**
Korea, Republic of	100.0%	1
Total	**100.0%**	**1**

Staff on Loan		
Nationality	**%**	**#**
France	42.9%	3
China	14.3%	1
Japan	14.3%	1
Kuwait	14.3%	1
Switzerland	14.3%	1
Total	**100.0%**	**7**

Canada	2.0%	1
Total	**100.0%**	**49**

Table 3
Number and percentage of interns, JPOs and staff on loan at IFAD, by gender and location (as of 1 January 2026)

	IFAD Overall (HQ, ILOs, and Field)					HQ & ILOs					Field				
	IFAD	Female		Male		IFAD	Female		Male		IFAD	Female		Male	
	#	#	%	#	%	#	#	%	#	%	#	#	%	#	%
Interns	49	36	73.5%	13	26.5%	40	29	72.5%	11	27.5%	9	7	77.8%	2	22.2%
JPOs	18	11	61.1%	7	38.9%	10	6	60.0%	4	40.0%	8	5	62.5%	3	37.5%
SPOs	1	0	0.0%	1	100.0%	1	0	0.0%	1	100.0%	0	0	0.0%	0	0.0%
Staff on Loan	7	2	28.6%	5	71.4%	6	1	16.7%	5	83.3%	1	1	100%	0	0.0%