



SPOTLIGHT

A WORKING ENVIRONMENT WHERE ALL STAFF CAN THRIVE

A respectful, ethical and supportive working environment is crucial to enabling IFAD staff to deliver on the Fund's unique mandate during challenging times. In 2022, more was done to maintain and enhance the working environment for all staff in the organization.

DURING 2022, IFAD'S ETHICS OFFICE PROVIDED CONFIDENTIAL ADVICE AND SUPPORT TO STAFF ON APPROXIMATELY 240 ETHICAL MATTERS AND FACILITATED INFORMAL RESOLUTION OF CONFLICTS.

The work of IFAD's Ethics Office underscores that – wherever they are in the world – all IFAD staff are expected to conduct themselves in line with our [Code of Conduct](#) and core values.

IFAD also expects its implementing partners to abide by the same high ethical standards. Marking an important milestone, in 2022 the Ethics Office ensured that our partners' ethical obligations were included in the General Conditions for Agricultural Development Financing, approved by the Executive Board. To support our partners, we released a [Code of Conduct for Project Parties](#) to clarify their obligations and the ethical conduct required of them, including those under the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse. During the year, we trained over 1,200 partners on sexual harassment, sexual exploitation and abuse in classroom settings in more than 25 countries.

We continued our efforts against hate speech, racism and discrimination. During 2022, we surveyed more than 1,500 staff and other individuals contracted by IFAD to understand the incidence of hate speech, racism and discrimination in areas of our work and to develop concrete actions as part of a corporate plan to eliminate these from all aspects of IFAD's operations.

In addition, we launched a dedicated training programme on conflicts of interest to strengthen the common understanding of integrity and how it relates to the work we do.

Building a constructive work environment is also about ensuring all IFAD staff, wherever they may be, receive the support they need to thrive – professionally and personally. This is even more important in the context of the ongoing decentralization IFAD is undergoing to bring our staff closer to the people we serve.

BY THE END OF 2022, OUR FIELD STAFF PRESENCE HAD RISEN TO 39 PER CENT, FROM 35 PER CENT AT THE BEGINNING OF THE YEAR. WE EXPECT TO REACH 45 PER CENT OF POSITIONS IN THE FIELD BY 2024. COUNTRY DIRECTOR-LED PRESENCE IN-COUNTRY WAS ALSO INCREASED. BY THE END OF 2022, THERE WERE 12 ADDITIONAL COUNTRY DIRECTOR-LED OFFICES – 2 NEW AND 10 UPGRADED FROM COUNTRY PROGRAMME OFFICER-LED TO COUNTRY DIRECTOR-LED.

To monitor support to both staff and non-staff in the field, we ran a pilot survey in 2022 that targeted the entire field workforce to gather feedback on the effectiveness of support provided in terms of services, resources, information and implementation of the delegation of authority framework. The objective was to assess the level of satisfaction and identify potential areas for improvement. Respondent satisfaction was above 70 per cent, marginally less than the target of 80 per cent. From 2023, survey results will be reported to the Executive Board as part of the key performance indicators on transformational institutional change.

More was also done in the realm of training field staff, providing our decentralized workforce with knowledge and tools to enable them to perform their functions better and more effectively, and filling skill gaps. Within the Upskilling 2.0 and OPAC corporate training programmes, in 2022 we administered three training modules to around 80 participants in six sessions.

IFAD continues to provide flexibility for staff and extended the teleworking pilot until March 2023. So far, this pilot has benefited more than 400 staff, most of whom are teleworking from their assigned duty station.