



**IFAD**  
**INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT**  
**Executive Board – Seventieth Session**

Rome, 13-14 September 2000

**APPOINTMENT OF THE PRESIDENT**

1. The term of office of the current President of IFAD, Mr Fawzi H. Al-Sultan, will expire on 20 February 2001. Article 6, Section 8(a), of the Agreement Establishing IFAD stipulates, *inter alia*, that “The Governing Council shall appoint the President by a two-thirds majority of the total number of votes. He shall be appointed for a term of four years and shall be eligible for re-appointment for only one further term.”

2. The only other procedures for the appointment of the President of IFAD contained in the basic legal texts of the Fund are set out in Section 6, paragraph 2, of the By-laws for the Conduct of the Business of IFAD, which reads as follows:

“When the term of office of the President is due to expire, the appointment of a President shall be placed on the agenda of the annual session of the Governing Council immediately preceding the expiry of the term of office; whenever, for other reasons, the office of President becomes vacant or a vacancy is due to occur, the Executive Board shall request that the Governing Council be convened in special session for the purpose of appointing the President. Members may submit nominations for the office of President to the Secretary of the Fund, along with a curriculum vitae. Except as the Bureau of the Council may decide otherwise, all nominations shall be submitted no less than 60 days before the opening of the session at which the appointment of the President is to be decided. The President shall communicate timely nominations to all Members and the Bureau no less than 40 days prior to the session of the Council.”

3. Nominations must therefore be received by 22 December 2000 and communicated by the President to all Members and the Bureau of the Governing Council no later than 11 January 2001.

4. At the moment, there is no process whereby the nominated candidates are interviewed or their qualifications and experience assessed prior to the Governing Council taking a decision on the appointment. Article 6, Section 2(c), of the Agreement Establishing IFAD and Section 7 of the By-Laws for the Conduct of the Business of IFAD stipulate that decisions on the appointment and remuneration of the President cannot be delegated by the Governing Council. However, in order to examine the candidates, the Governing Council could, through a vote by correspondence, decide to establish a committee, composed of representatives of the three Lists, and authorize it to assess the candidates, their qualifications and experience on the basis of terms of reference describing the work/functions of the President. To assist in its work, the committee may set up a panel of



independent, high-level experts, representative of the Fund's membership. The panel would carry out a technical review of the candidates, assess their qualifications and prepare a shortlist of candidates for the use of the committee in deciding on candidates to interview. On the basis of the technical assessment and the interviews, the committee would submit a report to the Twenty-Fourth Session of the Governing Council on recommendations it deems appropriate. The Council would then proceed with the appointment of the President with the benefit of the assessment and recommendations provided by the committee on the candidates.

5. Details on the practices of other organizations have been collected informally, and are attached as information and background.

### **Timing of the Assumption of Office**

6. The practice throughout IFAD's history has been that the new President assumes office on the day after the expiry of the previous President's term of office. In the current case, that date would be 22 February 2001, the day after the end of the Twenty-Fourth Session of the Governing Council. Nothing in the basic legal texts precludes the Governing Council from establishing a later date than the one currently envisaged for the hand-over of authority, particularly in the light of Article 6, Section 8(b) of the Agreement Establishing IFAD which allows the Governing Council to extend the term of the President of IFAD by up to six months under special circumstances. That would allow sufficient time for a proper hand-over to be made, and for the new President to make arrangements of a personal and official nature and familiarize him/herself with IFAD. Any extension of the President's term of office and the hand-over date would call for the adoption of a resolution by the Governing Council.

### **Recommendation**

7. The Executive Board is invited to consider both the proposals contained in the present document and the submission of a draft resolution to the Governing Council for adoption through a vote by correspondence, in accordance with Rule 39 of the Rules of Procedure of the Governing Council.

8. Should the Executive Board so agree, an appropriate draft resolution would be tabled during the current session of the Board. It is also anticipated that the Bureau of the Governing Council will review the matter, in consultation with the Convenors of IFAD's three Lists of Member States, and that the views of the Bureau thereon will be made available at the time of the Board session.

## EXECUTIVE HEAD NOMINATION PROCEDURES

1. IFAD informally obtained varying degrees of information from a number of organizations regarding the procedures followed by them in nominating and electing their executive heads. The most comprehensive information received was that from the **World Health Organization (WHO)**, which appears to have the most specific terms of reference for its executive head and the most clearly elaborated selection procedures.

- (a) In synthesis, the WHO terms of reference contain seven criteria. The prospective director-general should have:
  - (i) a strong technical and public health background and extensive experience in international health;
  - (ii) competency in organizational management;
  - (iii) a proven historical evidence for public health leadership;
  - (iv) sensitiveness to cultural, social and political differences;
  - (v) a strong commitment to the work of WHO;
  - (vi) the good physical condition required of all staff members of the Organization; and
  - (vii) sufficient skill in at least one of the official and working languages of the organization's Executive Board and Health Assembly.
  
- (b) Interviews form part of WHO's pre-selection process, which proceeds as follows:
  - (i) At least six months before the date fixed for the opening of a session of the Executive Board at which a director-general is to be nominated, the Director-General of WHO informs Member States and members of the Board that they may propose persons for nomination by the Board for the post of director-general. Such proposals must reach WHO headquarters not less than two months before the date fixed for the opening of the Executive Board session.
  - (ii) The Executive Board should be provided with all relevant documentation on the proposed candidates, including their curriculum vitae, and participate in the initial screening; the Executive Board determines the shortlist of five candidates.
  - (iii) The Executive Board interviews shortlisted candidates. The duration of individual interviews is limited to one hour, divided equally between an oral presentation by the candidate and a question-and-answer period.
  - (iv) The Executive Board votes on the candidates. Its decision has always been final, as no Board nomination to the Assembly has ever been overturned.

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- (v) With regard to timing, the Executive Board session involved in the selection procedure meets in January, but the decision on the successful candidate is not official until the WHA meets the following May. The new incumbent takes up office at the end of the last term of his/her predecessor, which most recently occurred on 21 July.

2. IFAD has received information regarding the three organizations headquartered in Washington, D.C. Although it was not possible to obtain terms of reference for the President of the **World Bank**, it is well known that the President of the United States and the Treasury Department de facto nominate the executive head of that organization. The Executive Board of the World Bank subsequently reviews the merits and qualifications of the nominee.

3. The **International Monetary Fund (IMF)** has no terms of reference for its executive head, as they are determined on a case-by-case basis in informal negotiations. A new Managing Director was recently appointed following a very disputatious process, partly because the appointment process was/is not well defined. The Executive Board of the IMF agreed that the qualifications required should include 'leadership and the ability to manage a large institution'. It released a statement to the effect that all Member States, and not just those from Europe, were to be involved in selecting a new executive head. According to the Office of the Secretary of the IMF, the final decision is reached by consensus and there is no formal process for narrowing down the field of candidates; consequently, the timing of the process varies considerably. It is IFAD's understanding that, following the IMF's most recent experience, a group may be set up to review the appointment process.

4. The procedure followed by the **Inter-American Development Bank (IDB)** is that the executive head is elected by a majority of the voting power of the members of the Board of Governors. In the past, consensus on the new executive head has always been reached following negotiations, before being rubber-stamped by the Executive Board. That process took place over a period of one to two months before the present executive head of IDB was selected. There is no written information on this process.

5. The **World Intellectual Property Organization (WIPO)** requires a majority of two thirds of the votes cast at its General Assembly to elect its executive head. There are no provisions in the WIPO Convention or General Rules of Procedure requiring Member States to be notified of the candidates. However, in practice, circular letters are addressed to Member States three-to-six months before the convening of the Coordination Committee (comprising 66 Member States) which nominates a candidate to the WIPO General Assembly for appointment to the post of Director-General of WIPO. Candidates are not required to satisfy any predetermined criteria.

6. The **United Nations Educational, Scientific and Cultural Organization (Unesco)** informed IFAD that the terms of reference of its recently elected executive head were included in his contract. The Fund has been promised a copy of that contract. The 58-Member Executive Board of Unesco requested candidates to submit his/her opinion on the organization and invited them to attend an interview during the session of the Board prior to the election. After the Executive Board had voted (several times) and reached agreement on a candidate, his name was submitted to the General Conference held immediately after the Executive Board and the newly elected incumbent took up office at the beginning of the following year.

7. The **Food and Agriculture Organization of the United Nations (FAO)** has no formal post description for its executive head. The FAO Council sets a deadline for the submission of candidatures of not less than 30 days before the session of the Council, which in turn must be held no

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less than 120 days before the FAO Conference. The Conference then elects the Director-General and the new term of office of the Director-General-elect starts on 1 January of the following year.

8. The **International Labour Organization (ILO)** requires that candidatures be submitted at least one month prior to the date set by the Governing Body for the election.

9. The **International Atomic Energy Agency (IAEA)** appears to have the longest lead-time for its selection procedures. It does not have specific terms of reference or a job description for its executive head. The process is started a year before the expiry of the current executive head's mandate, and the term of office of a new executive head normally commences on 1 December. Nominations are received early in the year, and the Board of Governors attempts to reach consensus on the matter during its meetings in March or June. If no consensus is reached by June, the matter is referred to the September meeting of the Board of Governors which immediately precedes the General Conference. Therefore, in most cases, the Director-General-designate knows in September that the term of his/her office will start on 1 December.

10. The **United Nations Industrial Development Organization (UNIDO)** has no job description or terms of reference for its executive head and no interview or pre-selection procedure exists. However, past practice has been that candidates would organize meetings with representatives of some of the Member States in their capitals and/or in Vienna. The Executive Board of UNIDO (53 Members) is required to receive nominations at least two months prior to its last regular session before the session of the Conference which appoints the new Director-General. As a general rule, the Board meeting in June votes on the candidates. The candidature of the person who receives the most votes is presented to the UNIDO Conference in November, and the official date for the new Director-General to take office is 1 January of the following year.

11. The **International Telecommunication Union (ITU)** provided little information on the aspects being researched other than on its voting procedures, which are rather similar to those of IFAD.

12. The **World Trade Organization (WTO)** has no terms of reference or job description for its executive head. Member States submit the names of candidates, after which the Chairman of the General Council arranges for consultations and meetings between the candidates and Council Members. The process is not delegated to a subsidiary body. The Council's decision on the successful candidate has always been reached by consensus. The successful candidate is expected to take office at the expiry of his/her predecessor's term of office (similar to WHO). It may be recalled that the recent nomination of the new Director-General of WTO was a very lengthy process. A deadlock developed and there was a three-month interregnum because there was no consensus on the new Director-General.