



IFAD
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
Governing Council – Twenty-Fourth Session
Rome, 20-21 February 2001

APPOINTMENT OF THE PRESIDENT OF IFAD

1. Under Article 6.8(a) of the Agreement Establishing IFAD, the President of the Fund shall be appointed for a term of four years and shall be eligible for reappointment for only one further term. The current President of IFAD, Mr Fawzi H. Al-Sultan, was appointed at the Sixteenth Session of the Governing Council, on 22 January 1993; he was reappointed for a further four-year term at the Twentieth Session of the Governing Council, on 20 February 1997.
2. The Secretary of IFAD sent out a call for nominations to all Member States on 19 September 2000, informing the Governing Council Bureau thereof. Section 6.2 of the By-laws for the Conduct of the Business of IFAD (the By-laws) stipulates that all nominations for the office of the President 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 deadline for receipt of nominations therefore expired on Friday 22 December 2000.
3. IFAD has received five nominations for appointment to the position of President of IFAD:
 - Mr Zafar **Altaf** is the official candidate nominated by the Islamic Republic of Pakistan;
 - Mr Lennart **Båge** is the official candidate nominated by the Kingdom of Sweden;
 - Mr Anthony **Beattie** is the official candidate nominated by the United Kingdom;
 - Ms Chandni **Joshi** is the official candidate nominated by the Kingdom of Nepal; and
 - Mr Seyed Mohammad Saeid **Noori Naeini** is the official candidate nominated by the Islamic Republic of Iran.
4. The letters of nomination and curricula vitae submitted by these Governments for their candidates are attached as Annex I.



5. Section 6.2 of the By-laws also requires the President to communicate timely nominations to all Members and the Bureau of the Governing Council no less than 40 days prior to the session of the Governing Council (i.e., at the latest by 11 January 2001). On 28 December 2000, the President communicated the letters of nomination and the curricula vitae of the candidates for appointment to the position of the President to all Member States and to the Bureau of the Governing Council (see Annex II).

6. In accordance with Article 6.8(a) of the Agreement Establishing IFAD, the Governing Council shall appoint the President by a two-thirds majority of the total number of votes. Rule 38.1 of the Rules of Procedure of the Governing Council requires that all elections be held by secret ballot unless the Governing Council decides otherwise in an election where the number of candidates does not exceed the number of elective places to be filled. Rule 41 of the Rules of Procedure of the Governing Council specifies:

“1. The appointment of the President shall be considered by the Governing Council at a private meeting, and voting shall be in accordance with Rule 38.1.

2. The Governing Council shall appoint the President by at least two-thirds of the total number of votes. In the case of more than one nominee, if no nominee receives the required number of votes on the first ballot, a second ballot shall be taken in which the nominee who received the fewest votes shall not participate. This procedure shall be repeated until one nominee receives at least two-thirds of the total number of votes or the Council decides that such balloting be discontinued and decision be taken on another date. Each Governor casting the votes of the Member he represents shall cast them in favour of a single person.”

7. In accordance with Article 6.2(c)(vi) of the Agreement Establishing IFAD and Section 6.1 of the By-laws, the remuneration of the President was established by the Governing Council at its First Session (Resolution 77/5). On the basis of this Resolution, the present net remuneration of the President is USD 130 820¹ per annum and the representation allowance USD 50 000 per annum. Document GC 24/L.12 presented to the present session of the Governing Council contains the Report of the Emoluments Committee, which reviewed the terms and conditions of employment for the President. That document will be discussed before the election of the new President is held.

¹ The original amount of net salary specified in Resolution 77/5 has since been adjusted as a result of changes in the structure of the post-adjustment allowance in the United Nations Common System, as provided for in sub-para. 3 of the Resolution. The dependency rate is quoted.



INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

ANNEX I

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ



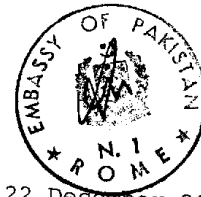
EMBASSY OF PAKISTAN
Via della Camilluccia 682
00135 Rome

No. IFAD/4-16/2000.

The Permanent Representation of the Islamic Republic of Pakistan presents its compliments to the International Fund for Agricultural Development (IFAD) and has the honour to inform that the Government of the Islamic Republic of Pakistan has nominated Dr. Zafar Altaf, Federal Secretary, Ministry of Food, Agriculture and Livestock as Pakistan's candidate for the post of President of IFAD.

The Permanent Representation would appreciate if the name of Dr. Zafar Altaf is included in the list of contestants for the post of President of IFAD.

The Permanent Representation of the Islamic Republic of Pakistan avails itself of this opportunity to renew to the International Fund for Agricultural Development (IFAD) the assurances of its highest consideration.



22 December 2000

The International Fund for
Agricultural Development,
Rome.

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↓ATTENTION: MR. ADNAN BASHIR
AGRICULTURAL COUNSELLOR
ROME**CURRICULUM VITAE****Dr. ZAFAR ALTAF****CURRENT POSITIONS:**

- Secretary, Ministry of Food, Agriculture & Livestock, Government of Pakistan, Islamabad
- Chairman, Member Board of Governors, International Irrigation Management Institute (IIMI) Colombo, Sri Lanka [Chairman 1996-98, Member 1992 to-date]
- Chairman and Member Board of Governors, International Center for Integrated Mountain Development (ICIMOD) [From 1994 to-date]
- Chairman, and Member Asia Pacific Association of Agricultural Research Institutions (APAARI)
- Chairman, Hala (NGO) Milk Board. 1987 to date

PROFESSION:

Economist

DATE OF BIRTH:

1 August 1941

COMMUNICATION ADDRESSES:

Address: House # 14, Street # 10, F-6/3, Islamabad,
Pakistan
Telephone: 92-51-9203550
Fax: 92-51-9210634
E-mail: dr_altaf@hotmail.com

KEY EXPERIENCES:

- Macro Economic Requirements. Shift from public sector to private sector. Fertilizer, certified seeds, and research in private sector for breeding [Animals and plants] and for farmer's cooperatives.
- Federal Policies for Food Security
- Federal Policies for Agriculture Inputs - Fertilizer, Water, Credit
- Modification of Agriculture System/Institutions to reflect current requirements.
- Flexibility in Personnel Policies to achieve objectives.
- Development and Implementation of Countrywide Development Projects
- Interacted with Political Systems and operated at Policy making levels both at the National as well as the International levels.
- Poverty Alleviation Targeting of Groups. Worked major projects for Poverty alleviation. Created and modified new institutional arrangements. The Arid University was created for agriculture in marginal and fragile areas. National Agriculture and Development and Research Institute [Nadri] was developed for the marginal areas. It has brought in interventions that target poor and marginal farmers. Similarly the hilly areas were targeted through the Pakistan Oilseed Development Project. With seventeen ecological and sub ecological zones the challenge is to have site-specific institutions.

Experience Details:

I have had rich experience of managing large organizations. In fact my training in the country led me from the grass roots to the conceptual stage. This has been intertwined with

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rich academic experience and the exponential experience of the international seminars. My current assignment forces me to look at the various issues in the context of poverty, food security, and sustainable development. Contradictory as this may seem it also means that I have to look at paradoxical situations and strike a balance between the various situations. The policies are to be for the many rather than the few if poverty is to be attacked with any degree of success. The country's agriculture is also to shift from subsistence to commercial agriculture. Centuries of established attitudes have to be modified through the market system.

I have been fortunate enough to be at the center of most of these activities. The organizations that I have managed are scale oriented and these are large ones. I have managed them with some degree of success. The conceptual aspect has been particularly strong. The management expertise has been carried forth in my writings and I have published profusely both at the scientific level and at the popular level. My writings have been very diverse indicating that the current complexity requires an awareness and an ability to lead from the front.

I have been at the very highest level in sports. It is very rare that this kind of combination is available at the up front level.

POVERTY ALLEVIATION (INTERVENTIONS):

I have been at the policy and at the implementation level and the projects that have been so devised have led to a stage where it can be scaled up. The efforts at the fragile and marginal level have been successful. Institutions have to be so designed as to deliver. The institutes that have been employed for this purpose have been customized according to the culture and the prevailing social system.

The current practice of poverty alleviation is based not on capacity building but on consumption. Payment for work of rural infrastructure can only be a one time intervention. What is required is an ability to develop substantive capacities of the poor. There are as many as twenty seven disciplines that can improve the skills of the rural poor and help augment not only their income but also the value of the product. The mix of public private sector is important and the emphasis on the role of each sector will be dependent on the site specificities.

The livestock sector is the other area where poverty alleviation can take place. Pakistan has diverse livestock system ranging from pastoral to stall fed. The number in the herds also varies. The number of large ruminants and the small ruminants can at this stage help in alleviation of poverty.

Again the most marginal areas are the most coveted areas due to their natural endowments. The fact that scientists have not looked at these areas in terms of poverty reduction is a matter of some concern. The products out of these areas are high value. The suffering is due to the lack of investment. Seabuckthorn products in pharmaceuticals, in cosmetics and in soft drinks can make a difference to the hilly areas. At the moment the inequity flows from two sources for the marginalized people of Pakistan. One from the formal industrial sector and the other from the feudal and elite agricultural sector. In the agriculture sector only five crops grown in irrigated areas takes away 93% of the resources. This has to be remedied.

Similarly the coastal belt requires a different set of activities. The overall poverty factor is not dependent on country wide systems but on developing small reinforcing loops so that the income and the poverty of the people living in that loop can be removed. A more self reliant system can be developed and has been developed in Pakistan. My experience in that sense is different. Having assets as the means to rural elimination of poverty is not the essential aspect. That might help. Ultimately what would help is the self reliant nature of the production frontiers. The development of the markets is important.



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The marketing of products requires a different kind of intervention. In other words the answer may well lie in what we do in agriculture and what we can do for agriculture. The new phrase for this is conciliency, i.e., requirement of other sectors to work in harmony with the poor agriculture sector.

Demand management has always helped in augmentation of incomes and alleviation of poverty. Demand management has helped the incomes where post harvest losses have been reduced. Similarly cropping pattern modifications and changes can not only improve the incomes but also be environmentally sustainable. This has been attempted in areas where shift from rice and sugarcane to cotton has been affected. Private sector was encouraged to have formal contracts on purchase of cotton to allay any fear that the product will not have a market. There is much to be done. Conceptually it is possible to have a positive outcome for the environment as well as alleviate poverty.

The trigger mechanisms for removal of poverty are diverse and dependent on the macro policies that are put in place. Obviously the resources are to be so used as to ensure that there is optimal output. I have had some success at this and I think that can be relevant to IFAD.

KEY POSITIONS HELD:

- Secretary In-charge, Ministry of Food, Agriculture and Livestock, Government of Pakistan, 1994 to-date barring a short period as Member planning commission.
- Member, Planning Commission, Government of Pakistan 1996-97.
- Chairman, Pakistan Agricultural Research Council, Government of Pakistan 1993 to 1996 and again 1997-98.
- Secretary, Livestock and Dairy Development, Government of the Punjab, 1991 to 1993.
- Secretary, Agriculture Department, Government of the Punjab, 1985 to 1989.
- Chief Economist, Government of Punjab, Lahore, 1982 to 1985

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KEY ACCOMPLISHMENTS:**As Secretary In-charge, Ministry of Food, Agriculture and Livestock,
Government of Pakistan, Islamabad**

- Managed and developed policies for the entire country (population 120-130 million) since November 1993
- Developed policies for transition from subsistence to market economy
- Water policies shifted towards efficiency and equity in agriculture
- Credit requirement modifications in policy
- Supply and Demand side agriculture determinants/indicators developed
- Development of Marginal/Fragile lands and sustainable technologies
- Improved Macro-economic factors through three consecutive years of implementation. Agriculture Growth substantially increased.
- Created networks to determine demand for and provide adequate supply of inputs to farming community
- Improved overall functioning of Agriculture Systems and created new institutional facilities
- Systematically modified and improved Agricultural Research and Extension System. At least four different extension systems are in various stages of implementation dependent as they are on the culture of the area. Pakistan's diversified social system has to be in harmony with the systems developed.
- Developed Cropping patterns that were more sustainable for the country and increased income for the farmers.
- Carried out programs for the alleviation of poverty through bringing in technologies for the poor resource farmers and the marginal farmers. Desertification policies [joint author on Desertification book] developed for hot and cold deserts. Sloping land technologies developed for the marginal areas.
- Developed and identified technologies for marginal areas. [See Book on Fragile and Marginal Technologies]
- Developed and researched suitable tree structure for the marginal areas of the country.
- Desert Jojoba technologies successfully implemented in the desert areas.
- Seabuckthorn [Hippophae] successfully commercialized in the Northern Areas.
- Salicornia for the coastline successfully commercialized. Grows with seawater.
- Edible tree M. Olifera successfully identified and propagated for production for edible oil, fodder for small ruminants, and biomass for purifying water. [Has activated carbon]
- Integrated Pest management from local organic materials. Shift from chemical to organic extracts. Heliothis armigera [American Bollworm] under scrutiny by the new extract obtained from a local weed.

**As Chairman, Pakistan Agricultural Research Council (PARC),
Government of Pakistan, Islamabad**

- Developed research agenda for Crops, Forestry, Livestock and Fisheries
- Supported projects developed for research - World Bank, Agriculture Research Project I and II, Agriculture Extension Projects, On-farm Water Management Projects and a host of others. Asian Development Bank projects in marketing and agriculture related. IFAD projects especially the Small farmers dairy project that I negotiated but left before it was implemented, Barani I and II projects and the IFAD Northern Areas Project that I helped steer through the Planning process. OECD On-farm Water Project. K.R-II technology supported program from Japan. E.U related project in the livestock and the fishery sectors.
- Developed Productivity Enhancement Program to break stagnancy in yields. Led to current food security. Targeted poor areas, as there were only incremental gains from

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- the irrigated areas. Yield increases in Wheat, Maize, Cotton, and other Kitchen items.
- Developed Research Proposals for efficiency in Water Harvesting. Better and more efficient use of water based on equity, efficiency and efficacy.
- Worked in diverse ecology conditions/zones merely looking at things in perspective
- Developed Soil and Water Management policies/actions
- Cotton Production revival
- Virus Resistance strategies in cotton production
- Supervised 1400 personnel (Research and Service) as Secretary Agriculture in Punjab. As Chairman Pakistan Agriculture Research Council, the apex research station of Pakistan had direct responsibility for 700 scientists and 2100 technicians besides coordinating the research at the national level through a master program.

ASSOCIATIONS WITH INTERNATIONAL ORGANIZATIONS:

- Chairman, Board of Governors, International Irrigation Management Institute (IIMI) Colombo, Sri Lanka 1996-98. Member Board of Governors from 1992 - to date.
- Chairman, Consultative Committee, IIMI, Pakistan Country Program. 1992 - to date
- Chairman, Program Committee, IIMI, 1993 to 1995.
- Member, International Center for Integrated Mountain Development (ICIMOD), Katmandu, Nepal 1994 - to date.
- Chairman, Program Committee, ICIMOD 1995-97
- Chairman, Board of Governors, ICIMOD 1997 to 1998
- Chairman, Asia-Pacific Association for Agricultural Research Institutions (APAARI)
- Member of the Steering Committee of Rice-Wheat Initiative
- Attended Alternate Agriculture International conferences from 1995 to 1997 at various locales.
- Attended workshop on Environment at Frankfurt 1998.
- Attended TAC, CGIAR meeting at Washington. 1997.
- Attended Nutrition Meeting [Vision for agriculture and Environment] at Sri Lanka and Beijing 1997 and 1998.
- Attended the Sustainable Development Workshop for the Hindukush at Wildbad Germany 1998.
- Wheat- rice sustainable development at IRRI 1998.
- Attended TAC, CGIAR meeting at Mexico 1998.
- Steering Committee meeting for Rice-wheat systems at Hyderabad India was attended.
- Attended TAC meeting at IFPRI Washington. 1995.
- Attended the annual International Center's week at Washington every year for the period 1996 to 1998.
- Studied the Agricultural Policy of Japan Nov. 2000.
- Negotiated Agriculture Policy loan for the coming years with ADB in Manila Nov. 2000.
- Vice Chairman IFAD Governing Council 1994-1996

Note: These are only some of the international seminars and meetings that I have attended.

- Close interaction with the FAO office where the Strategy for the next ten years has been developed. This was subsequently presented to the Cabinet where it was approved. FAO has especially been helpful in Human Resource Development. The Sustainable Productivity Project that was extended by one year was due to the fact that it showed excellent results. Similarly they have been helping us with technology in the Fishery sector, in Drought Mitigation Project and have more recently tried and helped determine the reasons for the failure of livestock sector in the Sind province and have intervened in the Water sector in Baluchistan and have saved the country what could have been a massive loss in resource allocation as their study shows that check dams are not

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- effective in recharging the aquifers.
- UNDP is in close collaboration and joint seminars have been held especially related to environment and sustainable development. UNDP has helped us in the Integrated Pest Management Program and are at the very strong supportive level in education of agriculture in the remote areas.
 - Islamic Development Bank has been at the forefront of helping the country in its resource augmentation and management. Eight new projects were presented to them of which they have prioritized four. These are with them at this moment. The Islamic Development Bank has been, over the years provided the agriculture sector with loans for fertilizer imports.
 - The interaction with the World Food Program has been a close one for the last many years. Projects to alleviate poverty in the two smaller provinces are going on.
 - The conditionality imposed by the IMF have been successfully implemented. Public sector is now no longer subsidizing fertilizer or any of the inputs. In fact all consumer subsidies are out as of December 2001. The seed market has been rationalized and the private sector is now the lead sector and the quantum of certified seed has increase to 25% in the major crops. The industry is responding well and the vigor of the private sector confirms the faith that has been placed in them. Agriculture Graduates as a result are finding jobs in the private sector.
 - The WTO policies have been under examination in the Ministry. So are the AOA, TRIPS and IPR. These have been articulated at various fora where interaction has been established. The Ministry is aware of the requirements of SPS and the AOA and the matter is well in hand. The WTO, and other agencies have developed core expertise in the requirements come 2003.

Financial Institutes:

- Member Board of Governors Agriculture Development Bank, 1984 to 1989.
- Member Credit Consultative Committee of the State Bank of Pakistan 1983 to 1989
- Member Federal Cooperative Bank. 1994 to date.
- Member Multi purpose Cooperative society.
- Micro credit bank is being established and Agriculture will figure strongly on this Board.

Non-Government Organizations:

- The current efficiency factor has led to a relationship of the Ministry with the NGO's. There are many types of these NGO's. Those that are international in their outlook like the WWF and the IUCN. With them the discussion is on modalities of environment, biodiversity and the vexing questions of losing this biodiversity. In that sense the threatened and endangered species are a constant source of discussion.
- The second category is the semi international and national like the AKRSP and the sister organization the NRSP. Since I am on the board of Governors of both the boards there is very strong interaction especially where agriculture technology implementation is concerned.
- The third category is the local level and more regional in nature in the four provinces. These are along with the above two hugely responsible for implementation of technologies. The process is thus accelerated.
- SDPI and Sungi are two important NGOS operating in the agriculture sector and they are constantly in touch on issues of national importance like the terminator seed technology.
- Similarly the Gender oriented Aurat foundation has also asked the Ministry to help them in the transfer of appropriate technology for the poor. This has been done as and when asked for.
- Then there is the Hala milk (NGO) that has looked after a target group of 3000 women livestock farmers. This is a major success as the interventions are not only livestock oriented but also socially appropriate. For instance as Chairman of the group 14 mothers

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and childcare clinics have been established in the areas. Schooling has been encouraged and scholarships awarded to the bright young girls of the group. This has now been replicated in three areas. More replication is likely.

ASSOCIATIONS WITH NATIONAL ORGANIZATIONS:

- Chairman, Science and Technology (Agric) Review Committee
- Chairman, Sustainable Policy Institute
- Chairman, Board of Trustees, Idara-e-Kisan (Farmers' Cooperative)
- Chairman, Board of Governors, University of Agriculture, Faisalabad
- Member, National Fertilizer Development Center
- Member, Board of Directors, National Rural Support Program
- Member, National Scientific Research and Development Board, UGC
- Member, Agricultural Research and Education Evaluation Committee
- Member, Technical Assistance Evaluation and Review Committee on Agricultural Price Policy
- Member, National Rural Support Project
- Vice Chairman, Board of Governors, Pakistan Central Cotton Committee
- Member, Board of Governors, Pakistan Atomic Energy Commission
- Member, Board of Governors, Pakistan Council of Science and Technology
- Member, Board of Governors, Agha Khan Rural Support Program, Islamabad
- Chairman, National Master Research Plan, Pakistan Agricultural Research Council, Islamabad
- Chairman of the Pakistan Chapter of the International water management institute since 1992.

Note: These are some of the interventions. Besides these there were three consultancies carried out namely: 1. Desertification, 2. On Public policy, & 3. Agriculture for the new millennium.

INSTITUTIONS ESTABLISHED / DEVELOPED:

- Regional Economic Development Institute, Vehari (Punjab). To improve demand management for the poor and small farmers. 1987.
- Barani (Arid) Agricultural College, Rawalpindi. 1986
- University of Arid Agriculture, Rawalpindi. 1995
- Agricultural Training Institute, Rahim Yar Khan
- College of Agriculture, Multan 1987.
- Pest Scouting and Quality Control of Pesticides Department, Punjab For determining the economic threshold to deter indiscriminate spraying of chemicals.
- Integrated Pest Management for sugarcane, cotton, orchards.
- Pakistan Oilseed Development Board, Islamabad. For self-sufficiency in edible oils.
- National Arid land Development Research Institute. For targeting and poverty alleviation. Successfully working in development and research. A two pronged strategy. Development led research.
- Halophyte & Innovative Technologies Institute
- Rice Research Institute, Kala Shah Kaku.
- Joba Research and development project.
- Hill torrents management through the Water research Institute.
- Coastal Zone Development Authority for the development of the 700 km coastline. Appropriate technologies have been developed
- Chairman, Pakistan Agriculture Supply and Storage Corporation.
- Chairman Pakistan Fishery Harbor authority.
- Developed five new research stations in Hindu Kush-Himalayas.
- Increased the number of Research stations from to fourteen in the province [NWFP].
- Authorized and authored more than 600 projects in agriculture.
- Floriculture Institute, 1986-87.

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EDUCATION:

- Ph. D.** Economics and Business Studies, University of Birmingham, UK, 1981
MBA Finance, Micro, Macro Economics, Quantitative Analysis, London, Graduate School of Business Studies, London, UK, 1976 (UN Fellow Sloans MBA Program)
M A Psychology, University of the Punjab, Lahore, Pakistan, 1963

MAJOR HOBBY:

Selecting plant species from various regions of the world and testing them in Pakistan

SPORTS:

- Colors in Cricket & Basketball (College, University and Province level)
- Played for Pakistan National Cricket Team 1960-61 Tour of India
- Played in 1967 against Common Wealth Cricket Team
- First Class Cricket in Pakistan from 1958-1972
- Captain of the Provincial Team from 1964-1972
- Record holder for the World record fourth wicket partnership, in First Class Cricket, of 461 runs with Majid Khan
- Honorary Secretary, Board of Control for Cricket in Pakistan, 1972-1979
- Manager & Coach of National Cricket Team, 1972 - 1978
- Member Selection Committee from 1982-1986 and 1991-1994
- Chairman Selection Committee, 1994 - 1996
- Attended meetings of the International Cricket Conference as Pakistan's delegate from 1974 to 1976.

PROFESSIONAL EXPERIENCE:

- | | |
|--|--|
| 29 June 1998 to
7 November, 1998 | Secretary In-charge, Ministry of Food, Agriculture & Livestock, Govt. of Pakistan |
| 27 July 1997 to
27 June 1998 | Chairman, Pakistan Agricultural Research Council, (PARC) |
| 11 November 1996 to
26 July 1997 | Member, Planning Commission, Government of Pakistan |
| 2 November 1993 to
10 November 1996 | Secretary In-charge, Ministry of Food, Agriculture and Livestock, Government of Pakistan |

Accomplishments:

- Managed and developed policies for the entire country (population 120-130 million) since November 1993
- Developed policies for transition from subsistence to market economy
- Water policies shifted towards efficiency and equity in agriculture
- Credit requirement modifications in policy
- Supply and Demand side agriculture determinants/indicators developed
- Development of Marginal/Fragile lands and sustainable technologies
- Improved Macro-economic factors through three consecutive years of implementation



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- Created networks to determine demand for and provide adequate supply of inputs to farming community
- Improved overall functioning of Agriculture Systems and created new institutional facilities
- Systematically modified and improved Agricultural Research and Extension System.

April 1991 to November 1993 Chairman, Pakistan Agricultural Research Council

Accomplishments:

- Developed research agenda for Crops, Forestry, Livestock and Fisheries
- Supported projects developed for research - World Bank, Asian Development Bank, Japan
- Developed Productivity Enhancement Program to break stagnancy in yields
- Developed Research Proposals for efficiency in Water Harvesting
- Worked in diverse ecology conditions/zones merely looking at things in perspective
- Developed Soil and Water Management policies/actions
- Cotton Production revival
- Virus Resistance strategies in cotton production
- Supervised 1400 personnel (Research and Service)

August 1989 to August 1991 Secretary to Government of the Punjab, Livestock and Dairy Development

Accomplishments:

- Milk and dairy development
- Meat markets
- Research and development on wool
- Leather Institute
- Breed enhancement and improvement program
- Feed and nutritional policies for animals
- Rangeland development and innovative interactions
- Supervised work of 6000 professional, technical, educational personnel
- Started a major cooperative in Milk in Pakistan
- Poverty and gender associated project. Women are at the forefront in this project. Competing successfully with Nestle.

January 1986 to August 1989 Secretary to Government of the Punjab, Agriculture Department

Accomplishments:

- Biotechnology and Genetic Engineering Institute and laboratories established
- Policy and Institutional changes
- Determined and implemented policy for Human Resource Development
- Member National Commission on Agriculture
- As Chairman, Board of Governors of University of Agriculture, developed policies for improvement of education
- Improved Barani (Rainfed) Agriculture for Resource Uncertainty and Risk
- Devised special policies for improving water harvesting to run off water
- Devised special programs for special mountainous people
- Related work environment, jobs classification to Human Resource Development
- Also developed programs for, and Director of, National Institute of Public

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- Administration, as a concurrent charge
- Devised working methodology for 34 outreach stations, 5 adaptive research stations and 8000 extension workers.
- Up gradation of Rice Research Station, Kala Shah Kaku, Lahore to institute level.

March 1983 to January 1986 Chief Economist, Government of the Punjab

Accomplishments:

- Placed planning on modern lines
- Developed database for development
- Improved efficiency of analyzing and developing policies
- Policies on domestic resource cost
- Comparative advantage of crops
- Guided Government policies on major issues
- Negotiated on major projects with International Agencies like the World Bank, Asian development Bank, International Fund for rural development, US Aid, European Union, British Aid [Now DFID]

January 1982 to March 1983 Deputy Secretary, Government of Pakistan, Establishment Division

Accomplishments:

- Modernization of personnel and human resource development
- Development criteria for evaluation of human resources
- Placement and reward structures

November 79 to December 81 UN Fellow, University of Birmingham

Accomplishment:

- Ph. D. in Economics and Business Studies

March 1978 to November 1979 Deputy Secretary, Government of Pakistan, Cabinet Division

Accomplishments:

- Interacted in decisions of the Federal Cabinet and ensured their implementation. Also, Secretary to the Economic Coordination Committee of the Federal Cabinet
- During this period, analyzed decision-making at the highest level, i.e., Federal Cabinet. Also attended economic coordination meetings and was the Secretary to the Executive Committee of the National Economic Council

August 1977 to March 1978 Deputy Commissioner, Government of the Punjab, Sahiwal

Accomplishments:

- Developed demand for agricultural loans; implementation of rural works program; development policies of the Government; President of the Regional Cooperative Bank, and Chairman, farmers' Policy Committee. Also Chairman, District Council (the main

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development institution at the field level which comprises elected members from the public)

- Functioned as Chairman of the Agriculture Coordination Committee. Three district responsibilities, executive, judicial (and quasi-judicial) and agrarian were performed. The geographical boundaries of the administrative area were the area of operation and jurisdiction. Dealt with equity issues on water and developed participatory approach to development

January 1977 to August 1977 **Director Finance and Marketing, Flour Milling Corporation**

Accomplishment:

- Created new systems in finance and marketing of nationalized industries (68 units)

July 1976 to December 1976 **Additional Secretary (Economic Analysis, Finance Department, Government of the Punjab)**

Accomplishment:

- Carried out economic analysis of projects. Also, monitored the performance of public sector industries. Future investments in the public sector were analyzed. Major work was carried on sectoral employment opportunities

September 1975 to July 1976 **UN Fellow, Graduate School of Business Studies, London**

Accomplishment:

- MBA in Finance, Micro, Macro Economics, Quantitative Analysis

October 74 to September 75 **Deputy Secretary (Resources) Finance Department, Government of the Punjab**

Accomplishment:

- Developed resource mobilization for the budget

March 1973 to June 1974 **Deputy Secretary (General & Central), SGA&I Department, Government of the Punjab**

Accomplishments:

- Created provincial level personnel policies and Secretary to Provincial Cabinet. Was ex-officio Member of the Cabinet and party to decision-making at the provincial level
- Also undertook studies to place personnel policies on responsible lines - away from conventional to management concepts

March 1972 to March 1973 **Deputy Secretary (Protocol) Home department, Government of the Punjab**

Accomplishment:

- Implemented legal systems and law and order functions

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March 1971 to March 1972 **Additional Deputy Commissioner (General),
Government of the Punjab**

Accomplishments:

- Implementation of development activities in the field and monitoring rural development program. Development of productive areas around urban centers. Worked with a team on providing fresh fruits and vegetables in new areas

February 1970 to February 1971 **Additional Development Commissioner and
Chairman, District Council and Municipal
Committee, Government of East Pakistan,
Pabna**

Accomplishments:

- Civic improvement, monitoring of urban management, law and order and all development projects. Oversaw and worked on urban development as well as rural roads

October 1968 to February 1970 **Sub Divisional Magistrate (SDM), Jhenidah, East
Pakistan**

Accomplishments:

- Implemented rural development works and performance of judicial work. As the field officer of the Government was responsible for developmental and regulatory activities in the area of jurisdiction

March 1968 to October 1968 **SDM, and Chairman, Tehsil Council and
Municipal Committee, Murree, Punjab**

Accomplishments:

- Implemented rural development works and performance of judicial work in hilly and mountain areas with altitudes ranging between 2000-4000 m. Worked specifically on virus-free potato seed production and apple cultivation

1967 to 1968 **SDM, Karachi (Sindh)**

Accomplishments:

- Implemented urban development works and supervised performance of judicial work

1966 to 1967 **Assistant Commissioner (U.T.), Sargodha, Punjab**

Accomplishment:

- Did monitoring and evaluation of rural works program

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MAJOR PROJECTS CURRENTLY SUPERVISED (Full list of previous and current projects available on request)

Name of Project: Agricultural Research Project (Phase-II)
 Duration: 1991-1998
 Coverage: Pakistan (whole country)
 Budget: US\$ 82 million
 Funding Agency: World Bank
 Objectives: Improve and strengthen agricultural research system in the country
 Strengthen research and extension linkages
 Strengthen linkages with eminent overseas research institutes

Name of Project: Productivity Enhancement Project
 Duration: 1991-1992 to 1992-1993
 Coverage: Pakistan (whole country)
 Budget: Pak Rupees 63 million
 Funding Agency: World Bank
 Objectives: Increase production of non-traditional oil seeds
 Reduce import of edible oil

Name of Project: Dairy Development in Gujranwala Area
 Coverage: Gujranwala Area
 Funding Agency: IFAD

Name of Project: Barani Area Development (Barani I, II)
 Coverage: Rainfed Areas of Pakistan
 Funding Agency: IFAD
 Objectives: Poverty Alleviation

Name of Project: Northern Area Development Project
 Coverage: Northern Areas of Pakistan including Gilgit, Chilas, Skardu
 Funding Agency: IFAD

PERSONAL:

Age: 59 years
 Nationality: Pakistani
 Marital Status: Married, One child
 Health: Excellent
 Telephone: 92-51-9203550
 Fax: 92-51-92102634
 E-mail: dr_alfat@hotmail.com

PUBLICATIONS:

- "Pakistani Entrepreneurs" Published by Croom Helm, London, UK, 1982
- "Entrepreneurship in Third World - Risk and Uncertainty in Industry in Pakistan" Published by Croom Helm, London, 1984
- "Beggary - Its Social Connotations" - Research Mimeo.
- "Agricultural Productivity in Punjab" - Paper presented at the Asian Productivity Conference, Tokyo - Japan (February 1987). Published mimeo.
- "Pakistan's Agriculture - Past and Present".
- "Agricultural Support Prices in Pakistan - Dogma and Doctrinaire" - Research Mimeo - Pakistan Administrative Staff College, Lahore.
- "Unemployment in Pakistan - Causes and Perspective" - Pakistan Administrative Staff College, Lahore. Now published.
- "Bureaucracy and Nature of Pakistani Society".
- "Rural Transformation" - Paper presented at the seminar on Rural Development, Thailand (November 1988).
- "Bottom Line in Organizational Whirl-Pool", 1991 (Collection of Articles/Lectures).
- "Policies and strategies for agro-industrial development in Pakistan". Country paper presented at the meeting on Future Strategy for Research Management in Asia held on October 7-9, 1991 at the FAO Regional Office, Bangkok, Thailand.
- "Rice-wheat system of Pakistan". Paper presented at the Regional Consultation on Sustainability of Rice-wheat Production System for Research Management in Asia held on October 6-9, 1993 at the FAO Regional Office, Bangkok, Thailand.
- "Equity and Justice. Paper presented to OMG, at Secretariat Training Institute, Islamabad (September 1993).
- "Enhancing the efficiency of Pakistan's agriculture". Discussion paper, Pakistan Institute of Development Economics (PIDE), 1993.
- "Agricultural Development Prospects and ... in Pakistan". Paper presented at Pakistan Administrative Staff College, Lahore (October 1993).
- "Desert Cropping Systems in Pakistan". Feasibility Study, PARC, Islamabad, 1993.
- "University of Arid Agriculture". Detailed project proposal for establishing new University, PARC, 1993.
- "Coastal Zone Agricultural Development Authority". Concept paper, PARC, 1993.
- "Water and Land Development Authority". Project Proposal, PARC, 1993.
- "Niche Development", (October 1993).
- "Agricultural Development in Pakistan - Issues and Options. (November 1993) - Mimeograph.
- "Institutional Management" - Mimeo - 9th Five Year Plan.
- "Psychological Study of Agricultural Scientists" Dr. Ajmal & Dr. Zafar Altaf.
- "Key Note Address" at the Arid University and other Universities:
 - A Time for Navigation and Discoveries
 - A Vision of Poverty
 - A Duty of Care
 - A Question of Excellence
 - Flowing with the River
 - Science, Technology & Human Values
- "Cotton Production Strategy"
- "Action Plan Against CLCV"
- "Agricultural Research and its Impact on Macro-Economic Structure - Discussion paper"

ARTICLES & SPEECHES:

- Managerial Economics - Compilation of the Lectures delivered at the Arid University Management School 1997
- Strategic Perspectives on Public Policy and Public Management Research - A T.A.C. Stripe



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- Study 1995, Javier, Anderson, Altaf, et. al.
- Conflicts and Complimentarities - the Paradoxes of Agriculture
- Competitiveness and the Commodity Markets - Discussion Paper
- Practicality in Factors of Unsustainability - Case for Food Security
- Investing in Food Security - The Case of Pakistan
- Genetic Improvement and Governance - Critical Issues in Management
- Country Position on Food Security in Pakistan - Paper for the World Food Summit
- Strategy for National Agricultural Development Horizon - 2010
- Moral Imperatives and Infinite Perspective
- Modification of Food Habits
- Public Relations in a Developing Society - A View from the Bureaucracy
- Rolling a Beggar - The Question of Agriculture Taxation
- Scalpel to our Virtues
- Sunshine to the Bats
- The Game of Life - the Role of Sports in the Development of Attitudes
- Agricultural Productivity in Pakistan - Discussion Brief
- Agricultural Development - Discussion Brief
- Resource Constraint and Output Quality - Agricultural Education in Pakistan, Chapter in Workshop Proceedings - FAO
- Approaches to Agriculture Technology Assessment and Transfer

CURRENT ARTICLES & SPEECHES:

- Agriculture in Pakistan - Issues and Options
- Capitalism - Pakistani Way
- Research in the Pakistani System
- The Compromise Principle
- The Point on Practicality in Factors of Unsustainability Stand Indicated
- Enhancing Productivity in the Milk Sector
- The Sine and Sigmoid Curve
- The Immorality of the Market
- Actions of our Times
- Competitiveness and the Commodity Prices
- The Power of the Present Moment
- Agricultural Research & Organizational Dilemma
- The Time Ultimatum
- Curbing Inflation - Creating Wealth
- Mango Malformation: Pakistan's Option
- Discretion to Disobey
- The Wheat Equation
- Choice before Chance
- The Water Ultimatum
- Irrigation System Needs Radical Changes
- Citizenship Concepts
- Changing Landscape: Agriculture in Baluchistan
- Governance Issues
- Revisiting Immorality of the Market
- Liability to Persuasion
- Bureaucratic Demagogues
- Implementability and the new Compulsions

CURRENT BOOKS PUBLISHED:

- Lost Capitalism - Essays (1999)
- Limitations of the Mind: Issues in Agriculture and Management (1999)



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- Economic Management – Dreams & Hopes (2000)
- Beggary – Its Social Connotation (2000) – 2nd Edition
- Transforming Pakistani Agriculture: Options for the Millennium
- Pakistan Agriculture at 2000: Need for a Paradigm Shift into the 21st Century
- Fragile and Marginal Areas Technology [under print]
- Issues in Agriculture [Under print].

REFERENCES:

1. Sardar Farooq Ahmad Legahri
Former President, Islamic Republic of Pakistan
House No. 46, Street No. 48, F-8/4
Islamabad, Pakistan
2. Dr. Tariq Siddique
Vice Chancellor, Quaid-e-Azam University
Islamabad
3. Dr. David Seckler
Director General [Former]
International Irrigation Management Institute (IIMI)
Colombo, Sri Lanka
4. Shoaib Sultan Khan
Chairman National Rural support Program,
Islamabad, Pakistan



REGERINGSKANSLIET

Stockholm, 16 October 2000

Ministry for Foreign Affairs

*Minister for: International Development Cooperation,
Migration and Asylum Policy*

Mr. Alan R. Prien
Secretary of IFAD
International Fund for Agricultural
Development

Appointment of the President of IFAD

With reference to your letter of 19 September 2000, I have the pleasure to nominate on behalf of the Swedish Government, Mr. Lennart Båge presently Head of our Department for International Development Cooperation, for President of the International Fund for Agricultural Development.

You can rest assured that Mr. Båge is very well qualified for the position. His excellent skills, broad working experiences in development and strong international leadership makes him well suited to take on the challenges of leading IFAD in the 21st Century. Enclosed you will find the Curriculum Vitae for Mr. Båge.

Mr. Secretary, thanking you for your co-operation and support, please accept the assurance of my highest consideration.

Maj-Inger Klingvall

<small>Postal Address</small> SE-103 39 STOCKHOLM SWEDEN	<small>Telephone</small> +46 8 405 10 00	<small>E-mail: ud@foreign.ministry.se</small> <small>X.400: S=UD; O=Foreign; P=Ministry; A=SIL; C=SE</small>
<small>Visitors' address</small> Vasagatan 9-10	<small>Fax</small> +46 8 723 11 76	<small>Telex</small> 105 90 MINFOR S



Personal Details:

Name: Mr. Lennart Båge

Born: 24 November, 1947 in Skövde, Sweden

Civil status: Married with two children, Karin 17 and Johan 15 years old

Nationality: Swedish

Address: Ängsklockevägen 109
181 57 Lidingö
Sweden

Email: lennart.bage@foreign.ministry.se

Profile:

- 25 years experience of development cooperation, including rural development, on project, program and policy level.
 - Extensive engagement in international resource mobilization negotiations such as IDA 10, IDA 11, IDA 12 and IFAD III, IV and V.
 - Longstanding and active involvement in the UN-system and the international financial institutions. Alternate governor in IDB, AsDB, AfDB and IFAD.
 - Headed more than 70 Swedish delegations to bilateral and multilateral meetings in all parts of the world.
 - 10 years of active engagement with IFAD focusing on policy development and resource mobilization.
 - Proven and successful leadership in public sector management with a policy focus.
-

Education:

- MBA, Stockholm School of Economics, 1971, focus on economics, business administration and management

Languages:

- Swedish Mother tongue
 - English Fluent
 - French Working knowledge
 - German Working knowledge
-

**Professional career:**

- 1996 – present: **Deputy Director General and Head of Department for International Development Cooperation, Ministry for Foreign Affairs.** Reporting directly to the Political Level (Minister and State Secretary for International Development Cooperation). Responsibility includes: preparing the annual Swedish development cooperation budget (1,6 billion USD) for submission to Parliament; developing and coordinating Swedish development cooperation policy; giving directives to the Swedish International Development Cooperation Agency (Sida); coordinating Swedish development cooperation policy and activities towards the European Union; coordinating Swedish development cooperation policy and activities towards the World Bank, the regional development banks and IFAD; coordination of Swedish development cooperation activities towards OECD Development Assistance Committee (DAC); being Secretariat for the International Expert Group on Development Issues (EGDI) and the Swedish development financing project. IDA Deputy and Alternate Governor for IFAD.
- 1994 – 96: **Ambassador, Ministry for Foreign Affairs** (based in Zimbabwe). In charge of international negotiations; notably IDA Deputy for the IDA 11 replenishment negotiations; Chairman of the Governing Council of IFAD 1994-1996; Co-Chairman of the IFAD High Level Special Committee on IFAD's Resource Requirements and Related Governance Issues 1994-95; representative of the Constituency of Sweden, Finland and Estonia in the Global Environment Facility (GEF) Council (the governing body of GEF) and first elected chairman representing a donor constituency in the GEF Council; Governor for Sweden and Vice-Chairman of the African Capacity Building Foundation (ACBF); Swedish Representative on the UNICEF Advisory Council on Research; Swedish Representative in the negotiations leading to the establishment in 1995 of the International Institute for Democracy and Electoral Assistance (IDEA).
- 1990 – 94: **Assistant Under Secretary, Ministry for Foreign Affairs.** Head of the Multilateral Division, reporting directly to the Political Level. Responsible for the one third of Swedish Development Assistance channelled through the International Financial Institutions (IFI) and the UN system including IFAD. Also in charge of the Nordic UN-project, a major Nordic study and policy initiative to improve the governance and funding of the UN-system in the development arena. IDA Deputy and Alternate Governor for IFAD.
- 1989 – 90: **Secretary to the Parliamentary Commission on Swedish Bilateral Development Assistance** ("Organisation och arbetsformer inom bilateralt utvecklingssamarbete SOU 1990:1") Head of the Secretariat and its analytical work on reorganizing the Swedish aid administration. Organized the Commissions study trips to Asia, Latin America, North America and Europe. The work of the Commission led to a reorganization of the Swedish aid administration.
- 1980 – 89: **Director of Planning and Administration, Swedish Agency for Research Cooperation with Developing Countries (SAREC).** Responsible for developing the Agency in terms of policy, program, personnel, budget and management. The Agency was set up in 1975 to promote research of relevance to developing countries and to channel funds to capacity building in developing countries in natural and social sciences including agriculture. Among the major research programs to be supported was the



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CGIAR (Consultative Group on International Agricultural Research). During my tenure SAREC more than doubled in staff and more than quadrupled in budget. During this period I also served as a member of Sida's internal management board.

- 1974 – 80: **Ministry for Foreign Affairs**, 1974-76 diplomatic training program including posting in Lebanon and language training in France, 1976-77 Assistant to the State Secretary for Foreign Affairs, 1977-80 Desk Officer for development cooperation policy issues including agricultural research policy and Swedish representative to the annual meetings of the CGIAR.
 - 1974: **SIDA (Swedish International Development Agency)**. **Desk officer** in the Bureau of Budget and Planning.
 - 1971 – 73: **Management consultant** in the field of budget, planning and organization.
-

Key Experience:

- 25 years of international development cooperation work with i. a. a focus on:
 - poverty reduction
 - rural development and popular participation
 - capacity building
 - economic and social reforms
 - gender issues
 - environmental issues
 - science and technology
- 17 years as Head of Department or Division exerting leadership with responsibility i.a. for:
 - policy development
 - program development
 - management oversight including administration, budget and personnel
 - organizing international meetings, conferences and seminars
 - links with the research community
 - serving the Executive Board of SAREC as Secretary (9 years)
 - contacts with Parliament and its Foreign Relations Committee
 - contacts with civil society
 - cooperation with and funding of international organizations
- 10 years of active involvement with IFAD focusing on:
 - policy development
 - institutional development
 - resource mobilization
- International Chairmanships and Governorships:
 - Chairman of the Governing Council of IFAD, 1994-96
 - Co-Chairman of IFAD High Level Special Committee on IFAD's Resource



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- Requirements and Related Governance Issues, 1994-95
- Vice Chairman of the Development Assistance Committee (DAC) of OECD, 1998 to date
 - First Elected Chairman from a donor constituency in the governing body (The Council) of the Global Environment Facility (GEF), 1994
 - Vice Chairman of the African Capacity Building Foundation, 1994 to date
 - Alternate Governor for Sweden in the Asian Development Bank, 1990-94, 1996 to date
 - Alternate Governor for Sweden in the African Development Bank, 1990-94, 1996 to date
 - Alternate Governor for Sweden in the Inter American Development Bank, 1990-94, 1996 to date
 - Alternate Governor for Sweden in IFAD 1990 to date
 - Alternative Governor for Sweden in the Nordic Environment Financing Cooperation (NEFCO) 1991-93
- Representing Sweden in International Resource Mobilization Negotiations:
- IDA Deputy for IDA 10, 11 and 12, 1990 to date
 - IFAD III, IV and V, 1990 to date
 - ACBF (African Capacity Building Foundation), 1994 to date
 - Original funding and first replenishment negotiation of the GEF, 1990-1996



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DFID Department for
International
Development
94 Victoria Street, London SW1E 5JL

Mr Alan Prien
Secretary
IFAD
Via del Serafico
107
00142 Rome
Italy

Direct Line: 0171 917 0156
Direct Fax: 0171 917 0128
GTN: 3535 0156
Email: t.faint@dfid.gov.uk

20 December 2000

Dear Mr Prien

On behalf of the Government of the United Kingdom, I nominate Anthony Beattie for the position of President of the International Fund for Agricultural Development.

I enclose Mr Beattie's curriculum vitae.

Yours sincerely

Tony Faint
UK Governor

CURRICULUM VITAE

Anthony Beattie

British Born 17 April 1944 Married: one son

United Kingdom Permanent Representation to the UN Food and Agriculture Agencies in Rome, Viale Aventino 36, 00153, Rome

Tel: + 39 06 578 1535 E-mail: anthony-beattie@dfid.gov.uk

Educated Stationers' Company's School, London
 Trinity College, Cambridge
 Economics Tripos Parts I and II (BA 1966 MA 1970)

Career Outline

July 1997 to date	Director (Under-Secretary), Department for International Development (DFID), London. Seconded to HM Diplomatic Service as UK Permanent Representative to the UN Food and Agriculture Agencies in Rome
1996-97	Seconded to Cabinet Office, London
1986-96	Director and Chief Executive, Natural Resources Institute (NRI-the executive agency of what is now the Department for International Development). Under-Secretary and Agency Accounting Officer from 1990
1982-86	Head of Overseas Pensions Department, Overseas Development Administration (ODA), Scotland
1980-82	Finance Department, ODA, London
1978-80	Bilateral Aid Policy and Rural Development Department, ODA, London
1978	Transferred from Government Economic Service to Administration Group
1974-78	Economic Adviser, Dependent Territories Division (based in the Foreign and Commonwealth Office, London)
1969-74	Government Economic Service: Economic Planning Staff, ODA, London
1966-69	Economic Planning Division, Office of the President, Malawi

Key skills and experience

- Twelve years as a development economist.
- Two years in DFID's Finance Department, dealing with the Public Expenditure Survey, Parliamentary Estimates, expenditure monitoring and National Audit Office issues.



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- Four years as Head of DFID's Overseas Pensions Department. Responsible for 70 staff (latterly 140, as a result of a merger) administering benefits of some £130m a year to 47,000 pensioners of the former Indian and Colonial Services under a variety of occupational pension schemes. Restructured the department and overhauled the management systems. On the policy front initiated a new pension scheme for the Hong Kong Public Service and led the preliminary stages of London-based work on pensions issues and compensation arising from the 1985 Sino-British Agreement on Hong Kong.
- Ten years as Director and Chief Executive of the Natural Resources Institute (NRI). Merged the Tropical Development and Research Institute with the Land Resources Development Centre to form NRI. Supervised the planning, financing and occupation of refurbished facilities for the Institute on a new site (450 posts moving from 10 sites in London and SE England, budget approximately £60m). Reorganised the Institute's administration, finance and business systems. Supervised studies of strategic planning, programme management, output and performance measures, the market for external contracts, staff development and IT strategy. Led the work on translation of the Institute to executive agency status in 1990.

As an agency NRI operated on commercial lines in a quasi-market, recovering its full economic costs from income derived from contracts for research and other professional services. During its first five years it employed more than 500 staff and had a turnover exceeding £30 million. In two management-led initiatives, NRI underwent a major restructuring in 1995-96 and was privatised by a pathbreaking transfer to a consortium of universities (Edinburgh, Greenwich, Imperial College of Science and Technology and Wye College, University of London) on 30 April 1996.

- A year in the Cabinet Office, reporting to the Prime Minister's Adviser on Efficiency and Effectiveness: responsible for Cabinet Office interests in a programme of options reviews (abolition, privatisation, rationalisation) of 43 public sector research establishments.
- Three years in Rome as UK Permanent Representative, with policy responsibility within DFID for FAO and IFAD since June 1999. Chaired Commission II (biennial Programme of Work and Budget) at FAO's 1997 General Conference; Vice-Chair of FAO's Finance Committee; co-chair of the Geneva Group in Rome. UK Executive Director of IFAD; chair of IFAD's Audit Committee; Convenor of IFAD's List A (OECD members). Head of UK delegation to WFP's Executive Board; chair of the Board's Working Group on Governance.

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AMBASSADE ROYALE DU NEPAL
15 bis, rue de Valenciennes

19 December 2000

Dear Sir,

I have the honour to inform you that His Majesty's Government of Nepal would like to present the candidature of Ms Chandni Joshi for the position of the President of the International Fund for Agricultural Development (IFAD) in the coming election in February 2001 which is to be held in Rome, Italy, during the next session of the Governing Council of the International Fund for Agricultural Development (IFAD).

Ms Joshi has had a long and distinguished career with a focus on development issues. Her extensive working experience in the UN system would make her well suited to take on the challenge of leading IFAD.

I have also enclosed the curriculum vitae of Ms Joshi.

Please accept, Dear Sir, the assurances of my highest consideration.

Indra Bahadur Singh
Ambassador

Mr Alan Prien
Secretary to the Executive Board
IFAD
ROME
ITALY



Chandni Joshi

Permanent Address:
Cha 1-42 Maligaon
Kathmandu
NEPAL
Tel: (977-1) 432002

Present Address:
C-10 Gulmohar Park
New Delhi 110049,
INDIA
Tel: (911-1) 685-9859

Vision

- *To persuasively bring gender and pro-poor agenda into center stage at national and international level*

Key Areas of Specialization/Achievement

Fund Raising: Successfully negotiated with various donor agencies like CIDA, FAO, Ford Foundation, IFAD, NORAD, Royal Netherlands Embassy, SIDA, UNICEF and USAID, and fund raised for UNIFEM's engendering National Development Plans as well as for the production credit for rural women (PCRW) in Nepal.

- **Advocacy:** Demonstrated strong advocacy skills while lobbying with national governments, NGOs, donor communities and private sector (e.g. Confederation of Indian Industry and FNCCI). Excellent at negotiating and convincing.
- **Outstanding Performance:** 100% dedication and devotion towards achieving the organization's goal and objectives. As appraised by the Executive Director of UNIFEM for performance in 1999, "Ms. Joshi had again turned in a stellar performance in terms of responding to a number of special initiatives, high quality and productivity of the programme as well as high levels of programme delivery and efficiency. The Management Review Group, therefore, confirmed the "1 - Outstanding" rating given by the supervisor."
- **Extensive Experience:** Twenty six years of national civil service and ten years of international civil service in the United Nations have resulted in an extraordinary compilation of professional experience at all levels – micro, meso and macro. Thus, the capability of linking micro to macro level has been appreciated tremendously at national, regional and global level.
 - **Macro:** Gender sensitizing
 1. National Development Plans, especially the Ninth Plan in India
 2. National Economic Policies
 3. Census Exercises 1991 and 2001 in South Asian countries
 4. World Water Vision's regional strategy paper
 - **Meso:** Peasant Women's Summit
 - **Micro:** Organizing women at the grass root and bringing in their concerns
- **Leadership and Institution Building:** Successfully proved to be an achiever in every institution, especially while building, organizing and managing an institution from scratch. Examples include initiation of the Production Credit for Rural Women Programme as a grassroots Programme which was successfully replicated and



institutionalized on nation-wide basis within a period of less than a decade. This institution now acts as a prime mover for addressing issues related to women and mainstreaming their concerns at local as well as national level. . Also set up the South Asian Regional Office of UNIFEM in Pakistan and India, which is now recognized as a key institution mainstreaming gender in South Asia.

- **Coordination:** Leading several inter-agency collaborations in the South Asian region. In India alone, chairing the Inter-Agency Working Group on Gender, Task Force Member of UNDAF, and convening the WID donor group.

Career and Occupational History

- **1990 till present:** Regional Director of South Asia Regional Office, United Nations Development Fund for Women (UNIFEM). Responsible for 9 countries in South Asia, namely Afghanistan, Bangladesh, Bhutan, India, Iran, Maldives, Nepal, Pakistan and Sri Lanka.
- **1981-1990:** Joint Secretary and Chief of Women Development Division, Ministry of Panchayat & Local Development, His Majesty's Government of Nepal
- **1988-1989:** Assistant Director of Foster Parents Plan International, Kathmandu. Was promoted to National Director within a span of one year.
- **1975-1980:** Chief of Training Material Production Centre, Ministry of Panchayat & Local Development, His Majesty's Government of Nepal
- **1971-1974:** Head of Department of English Faculty, Padma Kanya College, Kathmandu
- **1965-1971:** Lecturer of English Literature, Padma Kanya College, Kathmandu

Significant Technical Consultancies

- **CIDA:**
 - Evaluation of the Integrated Rural Development Programme, 1990
- **Asian Development Bank (ADB):**
 - Non-traditional micro enterprise for women in Nepal and Bangladesh, 1989
- **FAO:**
 - Best practices of successful micro-credit programme, 1985
 - Role and Participation of Women in agricultural development, 1979
- **UNDP:**
 - Gender sensitizing National Development Plan in Bangladesh, 1989
- **UNICEF:**
 - Replicating Production Credit for Rural Women (PCRW) module in Africa, 1986
 - Prepared **Training Manual for Field Workers**, 1985

Social Work

- Nepal – Britain Society
- Executive Member of Women Services Coordination Committee for 4 years (1985-90)
- Executive Member of Community Services Coordination Committee for 4 years (1981-85)



- **First woman President of Nepal Jaycees** who was democratically elected by its general members in 1983. Also the only national president who walked to all 42 chapters of the organization, which included several remotest districts of Nepal. Jaycees is a mass youth development organization mainly represented by men.
- Member of Executive Board of **Society for Leprosy Eradication** for 4 years
- **National Coordinator for the Committee of The Year of the Disabled - 1981**

Key Representation of Country / Institution

- Represented UNIFEM at World Water Vision, gave key note at the Gender Plenary Session, and chaired the South Asia presentation, The Hague, 2000
- Chaired a session, prepared for, and participated at the Beijing Plus Five Conference, New York, 2000
- Represented UNIFEM at the WHO Conference on Tobacco & Health, Kobe, Japan, 1999
- Represented UNIFEM in showcasing best practices at TICARD-II, Japan, 1998
- Spoke at several forums, lobbied, advocated and actively contributed at the NGO Forum and Official Fourth World Conference on Women, Beijing, 1995
- Organized and chaired the Regional Seminar on Global Trading Practices and Poverty Alleviation in South Asian Region – A Gender Perspective, 1995
- Presented 4 Peasant Women from South Asia at the Earth Conference, Brazil, 1992
- Nominated by His Majesty's Government of Nepal as part of the Nepalese delegation at the UN General Assembly, New York, 1989
- Led the SAARC delegation of Nepal and presented the country paper on "The Girl Child" in New Delhi, India, 1988
- Co-hosted with APDC the workshop on Women and Poverty: New Approaches to the Alleviation of Poverty, 1988
- Nominated by His Majesty's Government of Nepal to represent Government at the Third World Conference on Women, Nairobi, 1985
- Represented Nepal Jaycees in the International Conference of JCI, New Zealand, 1983
- Represented Nepal in several SAARC Technical Committee and Thematic Regional Meetings

Unique Capabilities / Talents / Strengths

- Excellent at building networks and alliances
- A terrific team maker; capable of creating synergy among people in a team and also between institutions
- Extremely efficient at organizing, managing, delegating and mobilizing people
- Successful at bringing national governments, NGOs and civil society for dialogue on several issues like peasant women's concerns during the process of Earth Summit in 4 countries of South Asia; preparing for the Fourth World Conference in Beijing; and National Development Planning processes in Bangladesh, India, Nepal and Pakistan
- Proficient at identifying strategic interventions and key partners
- Brilliant at promoting regional learning, i.e. be it on
 - International standards like CEDAW and CRC;
 - Replicable development modules like SEWA, BRAC, AKRSP and PCRW; or
 - Technical issues as Gender Budgeting and Gender Auditing
 - Organized regional learning to convince Policy Planners about Banking for the Poor by scheming with Professor Yunus (Grameen Bank) and



- Ela Bhatt (SEWA) to design such mission especially for policy planners for the South Asian region
 - Liased in Pakistan with national government to that “Women and Poor are credit worthy” by bringing in ADB, IFAD and World Bank along with five secretaries and governors of three different banks and NGOs
- Capable of inspiring critical mass
- Exceptional at convincing others and accomplishing the institution’s agenda by making it a national as well as a regional agenda
- Outstanding in media strategy
 - Organized national and regional media campaign to combat Violence Against Women, Trafficking and Poverty Eradication
- Acknowledged by Senior Officials as “someone who can even turn iron into gold”
- Always praised for modesty and honesty which has resulted in being requested to join renown organizations rather than applying for the position
- Regarded as a visionary, a dynamic leader and an inspiration to new generation in Nepal and in South Asia
- Highly sensitive to the issues related to the poor, women and other marginalised and disadvantaged sections of the society

Education

- **Master’s Degree in English Literature and Linguistics**, Tribhuvan University, Nepal, 1965
- **Bachelor’s Degree in English and Political Science**, Padma Kanya College, Nepal
- **Schooling at Loreto Convent**, Lucknow, India

Training

- Certificate on conducting Negotiation Skills Workshop, MODA, Washington, USA, 1992
- Certificate on Supervision and Evaluation Workshop, CEDPA, USA, 1988
- Certificate on High Level Planning Workshop on Basic Services in Local Development, DTCP, Bangkok, Thailand, 1983
- Certificate on Media Training Programme, Indiana University, USA, 1981
- Certificate on Management and Role of Women in Development, US Department of Agriculture, USA, 1981
- Certificate on In-service Training on Public Administration, Administrative Cooperation Agency, Japan, 1977
- Certificate on Public Administration Officers on Women’s Problems, International Cooperation Agency, Japan, 1976

Major Publications, Articles and Working Papers

- “Integrating Rural Women’s Concerns into the Governmental Policy Making Process: Needs, Problems, Approaches and Potentials,” 1991
- Credit for Women in South Asia, 1990



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- Co-author of Regional Study on Role of Women in Rural Industries in Nepal, CIRDA/ADB, 1988
- Co-author of Working Paper on “Women and Poverty: New Approaches to the Alleviation of Poverty,” 1988
- Co-author of Paper on “Role of Women in the Sustainable Agricultural Development of Mountain/Hill Areas of Nepal: A Nepalese Experience,” 1988
- Model to Apply Guidelines and Checklists for the Integration of Women Farmers into Agricultural Development, 1987
- Empowering and Releasing the Creativity of Rural Women for Participatory Development, 1987
- Co-author of Training Manual for Field Workers, 1985
- Successful Income Generating Projects for Women in Nepal, 1984
- Country Review and Analysis of Role and Participation of Women in Rural/Agricultural Development in Nepal, 1980

Awards & Felicitations

- **Dream Team Award** by UNIFEM, 1999
- **Prabal Trishakti Patta** by His Majesty the King of Nepal, 1989
- **SAARC Medal** by Her Majesty the Queen of Nepal, 1988
- **Gorkha Dakshin Bahu** by His Majesty the King of Nepal, 1982
- **Coronation Medal** by His Majesty the King of Nepal, 1974
- **Numerous Recognition and Merit Certificates and Awards** from various institutions



THE ISLAMIC REPUBLIC OF IRAN

In the name of Allah, the Compassionate, the Merciful

18 Nov 2000

Sir,

Pursuant to the letter dated 30 Oct 2000 of H. E. Dr. Kamal Karrazi Minister of Foreign Affairs of the Islamic Republic of Iran, addressed to H. E. Mr. Fawzi Al-Sultan President of IFAD, I have the honor to inform you that the Government of the Islamic Republic of Iran has decided to present the candidature of H. E. Ambassador Seyed Mohammad Saeid Noori Naeini to the Presidency of IFAD, elections of which will be held in February 2001.

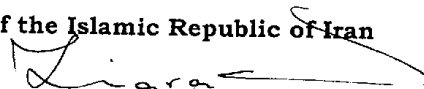
It would be highly appreciated if necessary arrangements were made in this regard.

A copy of Mr. Noori Naeini's CV is attached for your kind consideration.

Please accept, Sir, the assurances of my highest consideration.

Bozorgmehr Ziaran

Governor of the Islamic Republic of Iran



Mr. Alan Prien,
Secretary of IFAD
Rome - Italy



Resume

Dr. Seyed Mohammad Saeid Noori Naeini

Dr. S. Noori Naeini, Ambassador of the Islamic Republic of Iran to IFAD, FAO and WFP is the current President of the Executive Board of WFP which provides policy direction for the operation of the Agency. During his present assignment as the Ambassador to the Rome-based UN food and agricultural agencies he has also assumed the Chairmanship of a number of important committees and commissions including the Committee of World Food Security and the First Commission of FAO Conference and Vice chairmanship of FAO Conference and FAO Council.

Prior to his present position, Dr. Noori Naeini has served (1989-94) as the Vice Chancellor of Shahid Beheshti University in Iran with a student population of more than 10,000, the Deputy Dean of Faculty of Economics and Political Science and, the Professor of Agricultural Economics. Throughout his academic career Dr. Noori Naeini has consistently applied his analytical skills and the outcome of his socio-economic researches to address practical problems, particularly in the small holder sector. He has served as special advisor to the Central Bank, to the Ministry of Economy and Finance and to the Agricultural Bank of Iran. As the Chairman of the 'National Committee for Agricultural Credit Improvement' he has been highly instrumental in expansion of Micro-credit programme within the latter bank which has an annual operation of nearly one billion US dollars. During the earlier years of his career Dr. Noori Naeini was the Director-General of Research and Development in the Plan and Budget Organization and the Director of Research in the Iran Planning Institute.

Dr. Noori Naeini is the author of over 30 articles on various topics ranging from resource allocation in small holder agriculture, food security and rural poverty alleviation projects to evaluation of agricultural projects and land tenure issues. His published books include : "An Economic Analysis of Resource Allocation Issues in Traditional Agriculture", Cornell University, Ithaca, 1978; "Efficiency of Traditional Agriculture in Iran", Iran Planning Institute, Tehran, Iran, 1977; "Food Security and Agricultural Development", Ministry of Agriculture, Iran, 1999. He has also translated "Transforming Traditional Agriculture" by Theodor W. Schultz, Yale University Press into the Farsi language.

Dr. Saeid Noori Naeini born in 1943 is married with three children. He obtained his Ph.D. in international economics and agricultural development from Cornell University, USA. His postgraduate studies in USA were made possible by his excellent performance for his M.Sc. degree from the University of Tehran which earned him a scholarship.



CURRICULUM VITAE

Personal Data :

Name : Mohammad Saeid Noori Naeeni
Born : 1943, married, with 3 children
Address : Via Aventina, 8 - 00153 Rome - Italy
E-mail: saeed.nouri@flashnet.it

Education : Ph.D., International Economics and Development
(Supporting Fields : Farm Management and Production
Economics, Economic Theory), Cornell University, U.S.A. 1976

M.S. Agricultural Economics, Tehran University Iran, 1966

Administrative Positions :

- Ambassador, Permanent Representative of the Islamic Republic of Iran to F.A.O., since 1994
 - President, Executive Board, W.F.P., 2000
 - Chairman, Committee on World Food Security, 1998-2000
 - Vice Chairman, F.A.O. Conference, 1999
 - Vice President, Executive Board, W.F.P., 1999
 - First Vice Chairman, Intergovernmental Groups on Grain and Rice, 1999
 - Chairman, Near East Region, 1998
 - Vice Chairman, Commission I, F.A.O. Conference, 1997
 - Vice Chairman, F.A.O. Council, 1997
- Vice Chancellor, graduate studies and planning, Shahid Beheshti University (National University of Iran), 1991-1994
- Vice Chancellor in Educational Affairs, Shahid Beheshti University, 1989-1991
- Assistant to the Dean, College of Economics and Political Sciences, Shahid Beheshti University, 1983-1989



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- Director-General, Research and Training on Development Planning, Plan and Budget Organization, Iran, 1982-1984
- Deputy President, Iran Planning Institute, 1978-1979
- Research Associate, Institute for Economics Research, Tehran University, Tehran, Iran, 1967-1969

International Consultancies :

- FAO : Coordinator, "Assistance in the Formulation of a National Food Security Programme", Tanzania, 1990-1991
- IFAD : Agricultural Economist, "Country Brief and Issues Paper, Programming Mission and Project Identification" (1989-1992, respectively)

Special Assignments :

- Member, Research Council, Shahid Beheshti University, Tehran, 1984-1994
- Permanent Member, Research Council, Center for Rural Research and Agricultural Economics, Ministry of Agriculture, Tehran, Iran, 1984-1994
- Permanent Member, Research Council, Plan and Budget Organization, 1985-1990
- Senior Advisor to the Ministry of Economics and Finance, 1989-1990
- Senior Advisor to the President of Agricultural Bank of Iran, 1990-1994
- Senior Advisor to the Central Bank of Iran, 1991, 1994
- Executive Editor, Journal of Eghtesad, Scientific and Research Journal of College of Economics, Shahid Beheshti University, 1993-1994
- Member, Editorial Board, Quarterly Journal of Plan and Development, Plan and Budget Organization, Tehran, 1983-1993
- Member, Editorial Board, Monthly Journal, "Kimia", (The Journal of Iranian Chemical Industry), published by Kimia Publication Center, Tehran, Iran, 1988-1991
- Research Leader, Consulting Engineers "Saramad", Tehran, Iran, 1970-1971



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Teaching Positions :

- Tenured Associate Professor, College of Economics and Political Sciences, Shahid Beheshti University, Tehran, Iran, 1991-1994
- Tenured Assistant Professor, College of Economics and Political Sciences, Shahid Beheshti University, Tehran, Iran, 1986-1991
- Tenured Track Assistant Professor, College of Economics and Political Sciences, Shahid Beheshti University, Tehran, Iran 1982-1986
- Assistant Professor, Iran Planning Institute, Tehran, Iran, 1976-1980
- Teaching Assistant, College of Economics, Tehran University, Tehran, Iran, 1963-1967

Awards and Honours :

- Graduate as first place student for M.S. Degree, Tehran University, Tehran, Iran, 1966
- First Place Educational Medal from the Ministry of Education, Tehran, Iran, 1967
- Scholarship from Iranian Government for Ph.D., Programme at Cornell University, Ithaca, New York, U.S.A., 1971-1976
- Outstanding Professor Award in Economics, Ministry of Science and Higher Education, 1993

Publications :

1 - Books (Authored) :

- An Economic Analysis of Resource Allocation Issues in Traditional Agriculture : Cornell University, Ithaca, 1978
- "Efficiency of Traditional Agriculture in Iran" : Iran Planning Institute, Plan and Budget Organization, Tehran, Iran, 1977
- Food Security and Agricultural Development" : Ministry of Agriculture, Planning and Budget Department, Iran, 1999



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2 - Books (Translated to the Persian language) :

- "Transforming Traditional Agriculture", Theodor, W. Schultz, Yale University Press, 1969. Published in Iran by Ney Publication, Tehran, Iran, 1988
- "Project Evaluation and Management", Organization of the Islamic Conference, Ankara, Turkey, 1984. Published in Iran by the Ministry of Plan and Budget, Tehran, Iran, 1986

3 - Papers :

- A Cost Benefit Analysis of Agricultural Mechanization in Iran, Quarterly Journal of Agricultural Economic Studies, Vol 2, NO. 1, January 1994, Tehran, Iran
- Agricultural Research, A Prerequisite for Development, Quarterly Journal of Agricultural Economic Studies, Vol 1, NO. 1, June 1993, Tehran, Iran
- Estimation of Domestic Demand for Wheat, Quarterly Journal of Agricultural Economic Studies, Vol 1, NO. 2, September 1993, Tehran, Iran
- A Systemic View of Agricultural Development Issues in Iranian Economy, Presented to and Published by "The first International Symposium of Agricultural Development", Ministry of Agriculture, 1990
- "A Comparative Study of Different Development Strategies in the World and Iran", Presented to and Published by "The First International Seminar on Economic Reconstruction of Iran, the Lecturers Training University of Iran, 1990
- "Population and Future Needs". Monthly Journal of Kimia, NO. 12, January 1989, Tehran, Iran
- Economic Analysis of Tractor Use in Khorasan Province, Northern Iran", Ministry of Plan and Budget, Tehran, January 1988
- "Socio-Economic Aspects of Machinery Use in Agriculture of Isfahan Province, Central Iran", Ministry of Plan and Budget, Tehran, Iran, 1987
- "A Methodology for Research in Agricultural Production Systems of Iran", Team Work, Limited publication, Ministry of Agriculture, Tehran, Iran 1987



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- "Role of Research in Agricultural Development of Iran Quarterly Journal of Plan Development, NO. 7 Autumn 1986, Iran
- "Problems of Iranian Agriculture", Plan and Budget Organization, Tehran, Iran, 1980
- "Basic Factors in Development and Self-Reliance in Iranian Agriculture", Plan and Budget Organization, Tehran, Iran, 1980
- "Limiting Factors of Production in Iranian Agriculture", Presented at the Symposium of Agricultural Policy in Iran. A Shiraz University, Publication, Shiraz, Iran, 1978
- "Land Reform in Iran, A Survey of Socio-Economic Aspects of Land Reform in 8 Provinces of Iran", Team Work, College of Economics, Tehran University, Tehran, Iran, 1972
- "A Socio-Economic Study of Rural Cooperatives in 8 Provinces of Iran", Team Work, College of Economics, Tehran University, Tehran Iran, 1971
- "Managerial and Organization Study of Farm Cooperations in Iran", Team Work, College of Economics, Tehran University, Tehran, 1970
- "Socio-Economic Study of Zayande-Rood Bank", Team Work, College of Economics, Tehran, Iran 1969

28 December 2000

Distinguished Governor,

I have the honour to refer to Article 6.8(a) of the Agreement Establishing IFAD regarding the appointment of the President of IFAD by the Governing Council.

At its Twentieth Session (20-21 February 1997), the Governing Council decided to re-appoint me to a second four-year term of office as President of IFAD for a period that ends during the Twenty-Fourth Session of the Governing Council. It is, therefore, incumbent upon the Governing Council, at its Twenty-Fourth Session, to appoint a new President of IFAD.

The procedure for the nomination of candidates for President is set out in Section 6.2 of the By-laws for the Conduct of the Business of IFAD (the By-laws). This section specifies that such 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. Nominations shall be communicated to all Member States of IFAD and to the Bureau of the Governing Council no less than 40 days prior to the session of the Council.

Since the Twenty-Fourth Session of the Governing Council will be held in Rome from 20 to 21 February 2001, the period of 60 days prescribed by Section 6.2 of the By-laws for accepting nominations ended on 22 December 2000.

I wish to inform you that IFAD has received five nominations for appointment to the position of the President of IFAD. These are, in surname alphabetical order:

- Mr Zafar **Altaf**, the official candidate nominated by the Islamic Republic of Pakistan;
- Mr Lennart **Båge**, the official candidate nominated by the Kingdom of Sweden;
- Mr Anthony **Beattie**, the official candidate nominated by the United Kingdom;
- Ms Chandni **Joshi**, the official candidate nominated by the Kingdom of Nepal; and
- Mr Seyed Mohammad Saeid **Noori Naeini**, the official candidate nominated by the Islamic Republic of Iran.

Copies of the letters of nomination from these Governments, together with the curricula vitae of the nominees, are attached herewith.

I would also take this opportunity to advise that the nomination submitted by the Government of the Bolivarian Republic of Venezuela was officially withdrawn on 7 December 2000.

The Governing Council will take up the appointment of the President of IFAD under Item 5(b) of its Provisional Agenda, which is being dispatched to all Governors under separate cover.

Accept, Distinguished Governor, the assurances of my highest consideration.

Fawzi H. Al-Sultan
President
(original signed)