
Report of the Governing Council Bureau on the review of the process leading to the appointment of the President of IFAD

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Useful references Report of the Governing Council Bureau on the review of the established practice for the process leading to the appointment of the President of IFAD ([GC 41/L.9](#)); Review of the process leading to the appointment of the President of IFAD ([GC46/L.7](#)); Report of the Governing Council Bureau on the review of the process leading to the appointment of the President of IFAD ([EB 2023/140/R.20](#)).

Action: The Governing Council is invited to consider the report and recommendations and adopt the draft resolution in annex II, contained herein.

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Report of the Governing Council Bureau on the review of the process leading to the appointment of the President of IFAD

Recorded comments from the 140th session of the Executive Board in December 2023:

In accordance with resolution 228/XLVI, adopted by the Governing Council at its forty-sixth session, the Bureau of the Governing Council submitted to the Executive Board its report and recommendations on the process leading to the appointment of the President of IFAD.

In reviewing the document, some members of the Executive Board noted that further clarity would be advisable as to the duration of the temporary appointment of an officer-in-charge should the President be incapacitated or an unexpected vacancy arise in the Office of the President.

As such, the Governing Council is requested to note that such temporary appointment would be limited in time and under the control of the Executive Board and the Governing Council of IFAD. As with the recent occasion whereby the sitting President was appointed to a position in another organization, a special session of the Governing Council was organized following the recommendation of the Executive Board to the Governing Council. The appointment of the new President took place in a timely manner and the President-elect took office one day after the departure of the outgoing President, with no disruption in business continuity. The temporary appointment of the Vice-President, or in the absence thereof, the Associate Vice-President with longer seniority in office to exercise the authority and perform the function of the President would last either until the President is no longer incapacitated or until the newly-elected President takes up office.

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Executive summary

1. Following the first special session of the Governing Council, held on 7 July 2022, to consider the appointment of the President of IFAD, Member State representatives provided feedback on the process leading to the appointment of the President of IFAD, identifying a number of areas that could benefit from benchmarking with comparable processes in other United Nations agencies and international financial institutions. These included:
 - (a) Communication of nominations
 - (b) Enhancing the participatory nature of the process
 - (c) Reviewing the level of privacy of the process
 - (d) The voting and counting modalities
 - (e) Ensuring business continuity in the Office of the President
2. In February 2023, the Governing Council adopted resolution [228/XLVI](#) (p. 1), requesting the Governing Council Bureau, assisted as needed by the IFAD Secretariat, to review the current process leading to the appointment of the President and make recommendations to further enhance the process.
3. The Governing Council Bureau, assisted by the Office of the Secretary and the Office of the General Counsel, reviewed and approved the distribution of a questionnaire to United Nations agencies, international financial institutions and some international tribunals to solicit feedback on best practices in use in the surveyed organizations. The Bureau analysed the feedback from the questionnaire and agreed on the recommendations included in this document for consideration by the Executive Board and endorsement for submission to the Governing Council in February 2024.

Report of the Governing Council Bureau on the review of the process leading to the appointment of the President of IFAD

I. Background

A. Mandate of the Governing Council

1. In September 2021, further to the nomination of the then President of IFAD, Mr Gilbert F. Houngbo, for the position of Director-General of the International Labour Organization, Management consulted with the Governing Council Bureau. A report and recommendations in relation to a special session of the Governing Council ([GC 45/L.6](#)) was submitted to the Governing Council, which adopted resolution [227/XLV](#) (p.10) laying out, inter alia, the modalities to be adopted for conducting the special session, noting the need to ensure fair and equitable parameters for the process to appoint the President of IFAD.
2. The first special session of the Governing Council was held on Thursday, 7 July 2022, at IFAD headquarters, and paper ballots were used for the appointment of the President.
3. Following the normal lessons learned process, IFAD solicited feedback from Bureau members, the tellers and Member State representatives for potential adjustments to further improve the process and ensure business continuity going forward. Representatives identified a number of areas that could benefit from benchmarking with comparable processes in other United Nations agencies and international financial institutions (IFIs) ([GC 46/L.7](#)). These included:
 - (a) Communication of nominations
 - (b) Possible enhancement of the participatory nature of the appointment process
 - (c) Review of the level of privacy of the process
 - (d) The voting modality and counting process
 - (e) Business continuity in the event of an unexpected vacancy/possible upcoming vacancy of the post of IFAD President
4. In February 2023, the Governing Council adopted resolution [228/XLVI](#) (document p.1), whereby the Bureau was requested to review the process leading to the appointment of the President of IFAD, considering the best practices used for comparable processes by other United Nations agencies and IFIs. The Bureau was requested to submit a report to the Executive Board on the results of its review and any recommendations thereon in December 2023 for submission to the Governing Council for endorsement at the forty-seventh session in February 2024.
5. As stipulated in resolution 228/XLVI, the Executive Board is hereby invited to consider this final report, the summary of recommendations in annex I and the draft resolution contained in annex II and to recommend its submission to the Governing Council for adoption at its forty-seventh session in February 2024.

B. Deliberations of the Governing Council Bureau

6. The members of the Bureau, representing the Republic of Peru (Chairperson), the French Republic and the Bolivarian Republic of Venezuela (Vice-Chairpersons), were assisted in their task by the Office of the Secretary and the Office of the General Counsel.
7. The Bureau held four meetings between June and November 2023. At its first meeting, it agreed to the proposed workplan and approved the list of comparable

institutions (United Nations, IFIs and international tribunals) and the questions to be included in a benchmarking exercise.¹ The Office of the Secretary received feedback from 18 institutions, 7 of which were IFIs; 9, United Nations agencies; and two, international tribunals.

8. At its second meeting in September, and reconvened in October, the Bureau reviewed the responses received and assessed their relevance to the IFAD context. The Bureau furthermore reviewed the draft report reflecting the outcome of the benchmarking exercise and considered the recommendations to be presented to the Governing Council.
9. At its third meeting, in November, the Bureau considered the final recommendations to be presented to the Governing Council and confirmed their agreement with the present report, including the recommendations and draft resolution for submission to the 140th session of the Executive Board by e-mail.

II. Appointment of the President

10. The rules governing the appointment of the President of IFAD are laid out in the following basic legal texts:
 - (a) Agreement Establishing IFAD, in particular article 6.8(a);
 - (b) By-laws for the Conduct of the Business of IFAD (the By-laws), in particular section 6.2; and
 - (c) Rules of Procedure of the Governing Council, in particular rule 41.

For these and other relevant provisions, see annex IV.
11. The current practice for the process leading to the appointment of the President is summarized in document [GC 41/L.9](#).

III. Review process

12. The review conducted by the Bureau covered the five areas indicated in paragraph 3 above, which are described in detail in the following sections:

A. Communication of nominations

 13. The Bureau considered the timeframe for the communication of nominations, bearing in mind the concerns expressed by Member State representatives regarding the lapse of time between the deadline for submission of nominations and their communication to Governors.
 14. The submission of nominations is governed by section 6.2 of the By-laws, which states that unless the Bureau decides otherwise, nominations must be submitted no less than 60 days before the opening of the Governing Council session at which the appointment of the President is to be decided and that nominations must be communicated by the President to all Members and the Bureau of the Governing Council no less than 40 days prior to the session of the Governing Council.
 15. For each candidate, the communication includes the letter of nomination and the candidate's curriculum vitae as submitted by the Member State, together with any written replies to pre-advised questions. All documents are translated by IFAD and simultaneously made available to Governors in the four official languages of IFAD through posting on the Member States Interactive Platform and the Fund's website.
 16. The benchmarking exercise shows a combination of practices adopted by United Nations agencies/IFIs regarding the timing of the communication of nominations, with a predominant practice (nine respondents – four IFIs, four United Nations agencies and one international tribunal) of communicating nominations after the

¹ The benchmarking survey, the list of comparator organizations, and the synthesis report are included in annex III.

deadline for the receipt of nominations, while three organizations (United Nations agencies) reported communicating nominations immediately upon receipt.

17. Communications include the letter of nomination, the biography/curriculum vitae and in some instances a letter of support, a vision statement and/or responses to pre-advised questions. All communications are shared in the organizations' official language(s).
18. The language processing is undertaken mostly by the organization involved, whereas in only three cases (two United Nations agencies and one IFI), it is done by the candidate.
19. In terms of nominations communicated publicly or to a restricted audience, both practices are being implemented equally by the surveyed organizations. Of the 18 organizations, nine (six United Nations agencies and three IFIs) communicate nominations publicly, while eight (three United Nations agencies, four IFIs and one international tribunal) communicate them to a restricted audience. One international tribunal did not reply to the question.
20. The Bureau recommended that:
 - (a) A word limit be introduced and communicated as follows:
 - (i) Curricula vitae should not exceed 2,000 words; and
 - (ii) Answers to pre-advised questions should not exceed 3,000 words.
 - (b) The names, nationality(ies) and nominating Member States for each nomination should be communicated immediately after the deadline for the receipt of nominations, in the four official languages of IFAD. Full documentation, including letters of nomination, curriculum vitae and answers to pre-advised questions should be posted in the four official languages as soon as possible thereafter, and no more than 40 days prior to the Governing Council session, in accordance with section 6.2 of the By-laws for the Conduct of the Business of IFAD.

B. Possible enhancement of the participatory nature of the appointment process

21. In accordance with a practice introduced in 2008 and codified through Governing Council resolution 176/XXXVI, an informal Membership meeting between representatives of IFAD Member States and the candidates is held prior to the Governing Council session at which the appointment of the President is to be considered. The purpose of the meeting is to provide the candidates with an equal opportunity to introduce themselves, present their ideas and views and respond to questions from the Members' representatives. Participation in these meetings is restricted to Member State representatives, and recordings of the meeting are made available to IFAD Governors, their copy recipients and meeting participants for a limited period of time until the Governing Council session at which the appointment of the President is to be considered.
22. Further to feedback from some representatives, the Bureau considered enhancing the participatory nature of the appointment process by including the possibility of organizing meetings with the candidates not only for IFAD's Membership but also other stakeholders relevant to IFAD's mandate, such as representatives from civil society, farmers' organizations and Indigenous Peoples' organizations, in a series of public meetings.
23. The benchmarking exercise shows that with a few exceptions (four United Nations agencies), the Membership of each organization meets with the candidates in a restricted, structured, formal meeting. Most meetings include presentations by the candidates and a Q&A session. Only in three of the organizations (one IFI and two United Nations agencies) are the meetings' proceedings made available to the

public after the meeting, while in the majority of cases, they are not. The two international tribunals did not provide an answer.

24. In the majority of the responding organizations, meetings with non-voting stakeholders are not organized; an exception being in the process leading to the appointment of the United Nations Secretary-General, where the Secretariat organizes in-person meetings for the candidates with non-voting stakeholders. The two international tribunals did not provide an answer.
25. The Bureau recommended that participation in the informal meeting(s) with candidates should continue to be restricted to IFAD's Membership. In the interests of transparency, however, the proceedings of the meeting(s) should be webcast on the IFAD website.

C. Review of the level of privacy of the process

26. In accordance with rule 41.1 of the Rules of Procedure of the Governing Council: "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 unless otherwise decided by the Governing Council after considering a report of the Bureau thereon." Rule 38.1 specifies that: "...all elections shall 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." The practice has been for the meeting at which the appointment of the President is considered to be attended only by a single voting representative for each Member State. The results of each round of voting are announced in a private meeting until there are final results, which are announced in open session.
27. Further to feedback following the first special session of the Governing Council, the Bureau considered the level of privacy of the Governing Council meeting at which the appointment of the President is considered and the possibility of granting access to additional Member State representatives.
28. Of the 16 responses received to this segment of the benchmarking exercise, only four organizations (one IFI and three United Nations agencies) do not hold their appointment/election process in a private meeting, with two organizations broadcasting the proceedings. The remaining 12 respondents hold the appointment/election process in private meetings, restricting access to Member State representatives. Such restrictions, however, allow for more than one representative per Member State – e.g. Governors and their Alternates, Executive Directors and in one instance, the voting representative plus up to three members of their delegation. In the case of one of the respondent tribunals, elections of court members take place in private meetings in which the Security Council and the General Assembly shall proceed simultaneously and independently of one another to elect the members of the court. In the case of the appointment of the tribunal's President, the process takes place in a private meeting permitting only the members of the court to be present.
29. The Bureau recommended that the Governing Council meeting at which the appointment of the President is considered should continue to be held in private, with the participation of representatives of Member States only. The proceedings should be webcast to a *salle d'écoute* for additional delegates from Member States and authorized staff.

D. Voting modality and counting process

30. The Bureau considered alternative voting modalities and counting processes, since some representatives had expressed concern about the cumbersome and time-consuming nature of the paper ballot process, including the lengthy counting procedures and announcement of intermediate results only in the private meeting, with the final results announced in an open meeting. Bearing in mind resolution

217/XLIV, whereby the Governing Council approved the use of an automated voting system that may be used when voting by secret ballot is deemed necessary, it was proposed that further consideration be given to adopting a “closed” electronic voting system to increase efficiency and to consider the use of appointment by acclamation when only one candidate remains.

(i) Voting modality

31. The voting for the appointment of the President must be conducted in accordance with rule 38.1, which stipulates that: “Except as provided otherwise in respect of elections pursuant to Rule 40, all elections shall 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.”
32. On 31 October 2020, through a vote by correspondence, the Governing Council approved an amendment to rule 35.3 of the Rules of Procedure of the Governing Council to allow for the possibility of voting by electronic means:

“Rule 35 Method of Taking Decisions

...

3. Secret ballots shall be taken by the casting of paper ballots³, or, if available, through an electronic voting system, in such a way as to safeguard the secrecy and integrity of the secret ballot. Each Member shall have access to and the ability to cast, the specific number of votes to which they are entitled.

³ In the case of paper ballots, each Governor shall be provided with one or more ballot papers each indicating a specific number of votes, which shall be so distributed that: (i) papers specifying any particular number of votes shall be received by at least four Governors, and (ii) the total number of votes specified on the papers received by any Governor shall equal the number of votes he is entitled to cast; each Governor may indicate his vote on all the papers he receives and deposit them in ballot boxes from which they shall be taken and counted by tellers appointed by the Chairman.”

33. Preparations for the first special session of the Governing Council and the paper ballots were challenging, as there is no statutory deadline for the payment of contributions, which impacts the distribution of voting rights and, hence, the printing of ballot papers. Ballot papers were necessarily prepared 24 hours prior to the meeting.
34. There were two rounds of voting in a private meeting, each followed by announcement of the intermediate results, after which the announcement of the appointment of the current President, Alvaro Lario, by acclamation took place in open meeting. The entire process took almost nine and a half hours, and many delegates called for reconsideration of the use of an electronic voting system to expedite both the voting and counting processes.
35. Thirteen of the sixteen organizations that responded to the benchmarking exercise, as well as the two international tribunals, hold the appointment/election by secret ballot. Two IFIs used electronic voting for the election of their heads due to the COVID-19 pandemic, and while some other organizations have an electronic voting system in place, for the purposes of electing the organization’s head/president, the preference is to use a paper-based system. Training on the electronic voting system developed by IFAD for the presidential elections held at the Governing Council in 2021 was provided to all representatives, although it was not used, as the incumbent president was re-elected by acclamation.
36. As to the inclusion of a cut-off date for the receipt of payments from Member States prior to the election, for many responding organizations, such payments did not impact voting rights. In the case of one IFI, however, where weighted voting is applied, a cut-off date of one month prior to the election is used for contribution payments to be considered in the distribution of voting rights.

37. The Bureau recommended that:
- (a) A cut-off date be applied of a minimum of three working days before the President's appointment session for the receipt of payments affecting voting rights to ensure timely and accurate preparation of ballots; and
 - (b) The Secretariat be tasked with exploring upgrades to the current electronic voting system so that it may be used for the appointment of the President. To that end, such system should be in-person and closed (not connected to Wi-Fi/internet/external environment(s)), with the appropriate technical safeguards to ensure the secrecy and integrity of the vote.
- (ii) Counting procedure for paper ballots and announcement of results**
38. Under the established practice at IFAD, ballot counting takes place in a special room designated for that purpose. The counting is done by three tellers, usually one from each List, as appointed by the Chairperson of the Governing Council. The three tellers are supported in their work by a task force appointed by the Secretary of IFAD and composed of IFAD staff, under the supervision of a coordinator, with the involvement of a staff member from the Office of the General Counsel. When the vote count is complete, the totals received by each candidate are entered on a tally sheet that is signed by each teller and sealed and hand-delivered to the Bureau Chairperson by one of the tellers.
39. Preparation of the anonymous ballot papers required by rule 35.3 of the Rules of Procedure of the Governing Council for each of the ballots is a complex process, involving approximately 20 staff members in the days preceding the Governing Council meeting at which the President will be appointed. On the day of the meeting, the process also requires the presence of a large number of essential staff to: (i) distribute the respective ballot papers to each of the voting representatives; (ii) record each voting representative's confirmation that they have received their full entitlement of ballot papers; (iii) direct voting representatives to the voting booths, where they are invited to stamp the ballot papers with a stamp bearing the name of the candidate they wish to vote for; (iv) ensure that each voting representative deposits their ballot papers in the ballot box; and (v) once the voting has closed, count the ballots. On average, a minimum of 20 staff members are needed for at least two hours to complete each ballot from the start of the proceedings to the announcement of the results.
40. The President is appointed by a two-thirds majority of the votes in the Governing Council. The rules provide that "In the case of only one nominee, the Council may use the method of acclamation to appoint the President."
41. The results of the benchmarking survey revealed a variety of approaches with respect to oversight, transparency and secrecy. In some instances, the ballot counting was overseen by external and/or internal auditors (four); in others, by tellers appointed from among the delegates (three United Nations agencies) and in two instances (United Nations agencies), representatives of the candidates are also present to oversee the count. Just one United Nations agency reported that the votes are publicly counted by the Secretariat in the meeting room in the presence of all members of the relevant governing body and one representative of each candidate.
42. Voting booths, which are used in six of the respondent organizations (five United Nations agencies and one IFI), are set up in such a way as to conceal the voter partially or entirely. During private meetings, 11 of the respondent organizations (six IFIs and five United Nations agencies) allow access to private meetings with communicating devices, although two of those respondents note that recording is not permitted and/or the Secretariat closely monitors their use. The two international tribunals did not provide an answer.

43. For the majority of the respondent organizations (11), when only one candidate remains in the running for the position of Executive Head, they must obtain the required majority in a vote, while two organizations (one United Nations agency and one IFI) provide for acclamation and another two (one United Nations agency and one IFI) provide for acclamation with the caveat that any member may call for a vote. With regard to the announcement of results, five of the respondent organizations (United Nations agencies) and one of the international tribunals reported communicating the results of each round of ballots publicly, while 10 organizations (seven IFIs and three United Nations agencies) reported publicly communicating only the final outcome of the election.
44. The Bureau recommended that:
- (a) The counting of votes should take place under the oversight of tellers representing the three Lists of IFAD Member States, as appointed by the Chairperson of the Governing Council, with one representative for each candidate in the running, and, where possible and appropriate, the counting process should be visible to Member State representatives;
 - (b) The secrecy and integrity of the vote should be safeguarded by ensuring that voting representatives are partially concealed when casting either paper ballots or electronic votes, and representatives should be required to refrain from using any form of recording device;
 - (c) In the case of only one nominee for the Presidency and in the absence of a request from a Member State to proceed with a secret ballot, the Governing Council may use the method of acclamation to appoint the President; and
 - (d) The results of intermediate voting rounds should be shared in the private meeting and webcast to the *salle d'écoute*, while final results should be announced publicly.

E. Business continuity

45. The Bureau considered the matter of ensuring business continuity in the event of an unexpected vacancy, such as when the sitting President is running for a position in another organization or entity, and clarifying the procedure for appointing an Officer-in-Charge should the position of President become vacant.
46. Under section 6.3 of the By-laws, "The President shall designate the staff member to exercise the authority and perform the functions of the President, should he become incapacitated or there arise a vacancy in his office. If he has failed to do so, the Executive Board shall designate a senior officer of the Fund to exercise the authority and perform the functions of the President temporarily. Any person exercising the authority and performing the functions of the President under this paragraph shall have the same powers and duties as the President, except the power to appoint a Vice-President." Therefore, IFAD already has a mechanism in place that ensures business continuity should a vacancy in the Office of the President arise.
47. The results of the benchmarking survey showed that except for a few organizations (two IFIs and two United Nations agencies), the organizations' procedures provide for an unexpected vacancy in the Office of the President/Executive Head, and in most organizations, delegation of authority to an Officer-in-Charge is envisioned, usually the most senior deputy.
48. Regarding the candidacy of the sitting President for a position in another international organization or entity, while eight of the respondent organizations did not have a specific provision seven required resignation or would allow for a temporary relinquishment of responsibilities.

49. The Bureau recommended that:
- (a) Section 6.3 of the By-laws for the Conduct of the Business of IFAD be amended to foresee that the Vice-President, or in the absence thereof, the Associate Vice-President with longer seniority in office shall exercise the authority and perform the function of the President in the case of a vacancy or temporary incapacitation; and
 - (b) In the event that the President applies for, or is appointed to, an external position during the course of his/her term that may be in conflict with his/her functions as IFAD President, he/she should disclose the prospective employment to the Governing Council, not allow it to affect the performance of his/her duties, and recuse himself/herself from involvement in matters related to the prospective employer.

IV. Conclusion

50. A summary of the Bureau's recommendations is provided in annex I.
51. The Bureau recommends that the Executive Board take note of this report and approve its transmittal, including the draft resolution contained in annex II, to the forty-seventh session of the Governing Council for adoption in February 2024.

Summary of recommendations

Issue	Recommendation(s)
Communication of nominations	<p>(a) A word limit should be introduced and communicated as follows:</p> <ul style="list-style-type: none"> (i) Curricula vitae should not exceed 2,000 words; and (ii) Answers to pre-advised questions should not exceed 3,000 words. <p>(b) The names, nationality(ies) and nominating Member States for each nomination should be communicated immediately after the deadline for the receipt of nominations, in the four official languages of IFAD. Full documentation, including letters of nomination, curriculum vitae and answers to pre-advised questions should be posted in the four official languages as soon as possible thereafter, and no more than 40 days prior to the Governing Council session, in accordance with section 6.2 of the By-laws for the Conduct of the Business of IFAD.</p>
Enhancement of the participatory nature of the appointment process	Participation in the informal meeting(s) with candidates should continue to be restricted to IFAD's Membership. In the interests of transparency, however, the proceedings of the meeting(s) should be webcast on the IFAD website.
Level of privacy	The Governing Council meeting at which the appointment of the President is considered should continue to be held in private, with the participation of representatives of Member States only. The proceedings should be webcast to a salle d'écoute for additional delegates from Member States and authorized staff.
Voting modality	<p>(a) A cut-off date be applied of a minimum of three working days before the President's appointment session for the receipt of payments affecting voting rights to ensure timely and accurate preparation of ballots; and</p> <p>(b) The Secretariat be tasked with exploring upgrades to the current electronic voting system so that it may be used for the appointment of the President. To that end, such system should be in-person and closed (not connected to Wi-Fi/internet/external environment(s)), with the appropriate technical safeguards to ensure the secrecy and integrity of the vote.</p>
Counting process	<p>(a) The counting of votes should take place under the oversight of tellers representing the three Lists of IFAD Member States, as appointed by the Chairperson of the Governing Council, with one representative for each candidate in the running, and, where possible and appropriate, the counting process should be visible to Member State representatives;</p> <p>(b) The secrecy and integrity of the vote should be safeguarded by ensuring that voting representatives are</p>

Issue	Recommendation(s)
	<p>partially concealed when casting either paper ballots or electronic votes, and representatives should be required to refrain from using any form of recording device;</p> <p>(c) In the case of only one nominee for the Presidency and in the absence of a request from a Member State to proceed with a secret ballot, the Governing Council may use the method of acclamation to appoint the President; and</p> <p>(d) The results of intermediate voting rounds should be shared in the private meeting and webcast to the salle d'écoute, while final results should be announced publicly.</p>
Business continuity	<p>(a) Section 6.3 of the By-laws for the Conduct of the Business of IFAD be amended to foresee that the Vice-President, or in the absence thereof, the Associate Vice-President with longer seniority in office shall exercise the authority and perform the function of the President in the case of a vacancy or temporary incapacitation; and</p> <p>(b) In the event that the President applies for, or is appointed to, an external position during the course of his/her term that may be in conflict with his/her functions as IFAD President, he/she should disclose the prospective employment to the Governing Council, not allow it to affect the performance of his/her duties, and recuse himself/herself from involvement in matters related to the prospective employer.</p>

Draft resolution .../XLVII

Approval of the recommendations of the Governing Council Bureau on the Review of the process leading to the appointment of the President of IFAD

The Governing Council of IFAD,

Taking into account article 6.8(a) of the Agreement Establishing IFAD, section 6.2 of the By-laws for the Conduct of the Business of IFAD and rule 41 of the Rules of Procedure of the Governing Council;

Recalling resolution 176/XXXVI and the endorsement by the Governing Council of the established good practice for the process leading to the appointment of the President of IFAD and the proposal that this practice be reviewed from time to time by the Governing Council Bureau as appropriate;

Further recalling resolution 228/XVLI and the decision by the Governing Council to request the Governing Council Bureau to review the process leading to the appointment of the President of IFAD, taking into consideration best practices in use for comparable processes at other United Nations agencies and international financial institutions, and make proposals in order to enhance this practice for future appointments, as contained in the document [GC 46/L.7](#);

Having considered the recommendations made by the Executive Board at its 140th session as contained in document GC 47/L.X;

Decides:

1. That the current established practice for the process leading to the appointment of the President of IFAD be continued subject to the improvements recommended by the Bureau, which Management is hereby tasked with implementing.
2. That section 6.3 of the By-Laws for the Conduct of the Business of IFAD be amended to read as follows (the text to be added is underlined and deletions are shown in strikethrough):

~~“The President shall designate the staff member~~ Vice-President, or in the absence thereof, the Associate Vice-President with longer seniority in office, shall to exercise the authority and perform the functions of the President, should he/she become incapacitated or there arise a vacancy in his/her office. ~~If he has failed to do so, the Executive Board shall designate a senior officer of the Fund to exercise the authority and perform the functions of the President temporarily.~~ Any person exercising the authority and performing the functions of the President under this paragraph shall have the same powers and duties as the President, except the power to appoint a Vice-President.
3. That a new paragraph 4 shall be added to section 6 of the By-laws as follows:

“In the event that the President applies for, or is appointed to, an external position during the course of his/her term that may be in conflict with his/her functions as IFAD President, he/she should disclose the prospective employment to the Governing Council, not allow it to affect the performance of his/her duties, and recuse himself/herself from involvement in matters related to the prospective employer.”

Benchmarking survey

Participating organizations

The survey was shared with the following sixty-two (62) organizations. Those that responded 9 UNAs, 7 IFIs and 2 international tribunals are shown in boldface:

African Development Bank (AfDB), Asian Development Bank (AsDB), **Asian Infrastructure Investment Bank (AIIB)**, **Black Sea & Trade Development Bank (BSTDB)**, Caribbean Development Bank (CDB), **Central American Bank for Economic Integration (CABEI)**, Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Development Bank of Latin America (CAF), European Bank for Reconstruction and Development (EBRD), European Central Bank (ECB), European Space Agency (ESA), European Stability Mechanism (ESM), Food and Agriculture Organization (FAO), Gavi, the Vaccine Alliance (GAVI), Inter- American Development Bank (IDB), **International Atomic Energy Agency (IAEA)**, International Bank for Economic Co-operation (iBEC), **International Civil Aviation Organization (ICAO)**, **International Court of Justice (ICJ)**, International Criminal Court (ICC), International Investment Bank (IIB), **International Labour Organization (ILO)**, International Labour Organization Administrative Tribunal (ILOAT), International Maritime Organization (IMO), **International Monetary Fund (IMF)**, International Organization for Migration (IOM), **International Telecommunication Union (ITU)**, **International Tribunal for the Law of the Sea (ITLOS)**, Islamic Development Bank (IsDB), **New Development Bank (NDB)**, Nordic Investment Bank (NIB), **Organisation for Economic Co-operation and Development (OECD)**, UNEP - Basel, Rotterdam and Stockholm Conventions (BRSMEAS), United Nations Appeals Tribunal (UNAT), United Nations Conference on Trade and Development (UNCTAD), United Nations Development Programme (UNDP), **United Nations Educational, Scientific and Cultural Organization (UNESCO)**, United Nations Entity for Gender Equality and the Empowerment of Women (UN-WOMEN), United Nations Environment Programme (UNEP), United Nations Framework Convention on Climate Change (UNFCCC), **United Nations General Assembly (UNGA)**, United Nations High Commissioner for Refugees (UNHCR), United Nations Human Rights Council (UN-HRC), United Nations Human Settlements Programme (UN-HABITAT), United Nations Industrial Development Organization (UNIDO), United Nations Institute for Training and Research (UNITAR), United Nations International Children's Emergency Fund (UNICEF), United Nations Office at Geneva (UNOG), United Nations Office at Nairobi (UNON), United Nations Office on Drugs and Crime (UNODC), United Nations Population Fund (UNFPA), United Nations System Staff College (UNSSC), **Universal Postal Union (UPU)**, WHO Framework Convention on Tobacco Control (WHO-FCTC), **World Bank Group (WBG)**, World Food Programme (WFP), **World Health Organization (WHO)**, World Intellectual Property Organization (WIPO), **World Meteorological Organization (WMO)**, World Tourism Organization (UNWTO), World Trade Organization (WTO).

Synthesis report of the benchmarking survey on the process leading to the appointment of the President of IFAD

A. Communication of nominations

	1. When and how are nominations communicated by the Secretariat?	2. What is communicated for each candidate?	3. Are there language requirements for the communication of the nominations?	4. Are nominations communicated publicly or to a restricted audience?
IFI 1	At the closure of the deadline for nominations A written communication is sent to all MSs Communications are issued in the official languages of the organization Other: the list of duly registered candidates who fully satisfy the conditions for the deposit of candidatures is communicated to all MSs at least 30 days before the date set for the election.	Letter of nomination Biography/Curriculum vitae Other: Secondment by at least one regional (African) member country	Yes, English and French, the two official languages of the Bank Language processing is undertaken by the candidate/nominee Language processing is undertaken by the organization	Public
IFI 2	At the closure of the deadline for nominations; A written communication is sent to all MSs; Communications are issued in the official languages of the organization.	Letter of nomination; Biography/Curriculum vitae; Vision statements	The official language is English.	Restricted audience to Board of Governors and Board of Directors only.
IFI 3	A written communication is sent to all MSs	The letter of nomination and the curriculum vitae of the candidate.	Yes, all the communication is provided in the official language of the Institution which is English. Language processing is undertaken by the organization.	Restricted audience, the members of the Board of Governors and the Board of Directors of the Institution.
IFI 4	Other. Nominations are received in an email account that can only be accessed by the headhunting firm, in charge of presenting the nominees' short-list. Secretariat receives this short list and immediately conveys it to the Board of Directors, body in charge of selecting three nominees, which afterwards are presented to the Board of Governors. The communication with nominees is a task of the headhunting firm.	"Other. The communication with nominees is a task of the headhunting firm in charge of the process. NON RELEVANT"	No, because only Spanish speakers are allowed to participate.	Restricted audience. But only the short list is communicated to the Institution's governing bodies.

	1. When and how are nominations communicated by the Secretariat?	2. What is communicated for each candidate?	3. Are there language requirements for the communication of the nominations?	4. Are nominations communicated publicly or to a restricted audience?
IFI 5	According to the process agreed by the Executive Board for the most recent selection process, at end of the nomination period, the Secretary will disclose to the Executive Board the names of those nominees who have confirmed their desire to be candidates. If the number of candidates exceeds three, the Executive Board will keep the names of these nominees in confidence until it has drawn up a shortlist of three candidates, taking into account the above candidate profile without geographical preferences.	BIOGRAPHY/CV AND VISION STATEMENTS/RESPONSES TO PRE-ADVISED QUESTIONS. There is not a fixed process on this and the practice may have varied from time to time.	No	Public, the Executive Board would normally agree to a press release.
IFI 6	During the period of nominations, the Corporate Secretariat does not directly communicate with the nominations.	As mentioned above, during the period of nominations, the Corporate Secretariat does not directly communicate with the nominations. The letter of nomination and the biography/CV are provided by the government of member countries.	The official language is English and therefore all official communications are in English.	During the period of nominations, the audience is restricted to Board of Directors and Board of Governors.
IFI 7	At the closure of the deadline for nominations Communications are issued in the official languages of the organization	Letter of nomination Biography/Curriculum vitae Vision statements/responses to pre-adviced questions/general statement	Yes, English	Public, if consent is provided by nominee
International Tribunal 1 (Procedure regarding only the election of the members of the Court)	At the closure of the deadline for nominations A written communication is sent to all MSs	Letter of nomination Biography/Curriculum vitae	No reference - English and French are the official languages.	Restricted, nominations are communicated by the Secretary General to the Council and the General Assembly
International Tribunal 1a (Procedure regarding the election of the President)	N/A	N/A	No reference - English and French are the official languages.	Restricted, the Court members

	1. When and how are nominations communicated by the Secretariat?	2. What is communicated for each candidate?	3. Are there language requirements for the communication of the nominations?	4. Are nominations communicated publicly or to a restricted audience?
International Tribunal 2	No answer	No answer	No answer	No answer
UNA 1	At the closure of the deadline for nominations A written communication is sent to all MSs Communications are issued in the official languages of the organization	Letter of nomination	Yes, Language processing is undertaken by the organisation	Restricted, only Member States
UNA 2	Immediately upon receipt A written communication is sent to all MSs Communications are issued in the official languages of the organization.	Letter of nomination Biography/Curriculum vitae	Yes, language processing is undertaken by the organization.	Restricted audience, nominations are communicated to MS.
UNA 3	At the closure of the deadline for nominations They are communicated on online platforms Communications are issued in the language in which they are received Communications are issued in the official languages of the organization	Letter of nomination Biography/Curriculum vitae Letters of support/References Vision statements/responses to pre-advised questions A certificate of good health	Yes, language processing is undertaken by the candidate/nominee	Public
UNA 4	A written communication is sent to all MSs Communications are issued only when available in all (6) official languages of the organization	Letter of nomination Biography/Curriculum vitae Letters of support/References Vision statements/responses to pre-advised questions.	Yes, language processing is undertaken by the candidate/nominee.	Public
UNA 5	The Presidents of the General Assembly and the Security Council circulate letters to Member States inviting them to present candidates letter.	Letter of nomination Biography/Curriculum vitae Vision statements/responses to pre-advised questions.	No, language processing is undertaken by the organization	Public

	1. When and how are nominations communicated by the Secretariat?	2. What is communicated for each candidate?	3. Are there language requirements for the communication of the nominations?	4. Are nominations communicated publicly or to a restricted audience?
UNA 6	Immediately upon receipt They are communicated on online platforms Communications are issued only when available in all official languages of the organization.	Letter of nomination Biography/Curriculum vitae Letters of support/References Vision statements/responses to pre-advised questions	Yes, Language processing is undertaken by the organization	Restricted audience, MSs: government authorities, regulators, designated operators, Consultative Committee members and other observers.
UNA 7	At the closure of the deadline for nominations A written communication is sent to all MSs Communications are issued in the official languages of the organization.	Letter of nomination Biography/CV Vision statements/ responses to pre-advised questions Supporting information	Yes, language processing is undertaken by the organization	Public, on Institution's website
UNA 8	At the closure of the deadline for nominations Communications are issued in the language in which they are received	Letter of nomination Biography/Curriculum vitae Other: Presentation prepared by candidates, if they provide one. There is no standard template or pre-defined parameters for it.	No	Public
UNA 9	Immediately upon receipt Communications are issued in the official languages of the organization	Letter of nomination Biography/Curriculum vitae Vision statements/responses to pre-advised questions	Yes, the official document is translated by the Organisation. But in practice, many candidates are providing their CVs in 6 languages. Other materials (brochures/videos) are provided in different languages by the candidates.	Public, as an input document to the conference.

B. Review process

	5. Does the Membership meet formally with the candidates?	6. Are the meeting proceedings made available to the public after the meeting?	7. Do the non-voting stakeholders (e.g., in the case of IFAD, Civil Society Organizations, Intergovernmental Organizations, Farmers' Organizations, Indigenous Peoples) meet with candidates?
IFI 1	Yes In person Restricted access Questions are shared in advance with the candidates Presentations by the candidates are envisaged Open Q&A session	No	No
IFI 2	Yes Board of Governors meet and interview the candidates in the Annual meeting.	No	This was not required in the previous election
IFI 3	Yes, in person	No	There are no non-voting members-shareholders in our Institution.
IFI 4	Yes, in person for those selected in the short list, through a choreographed meeting. Presentations by the candidates are envisaged.	No	No
IFI 5	"YES, IN PERSON The Executive Board meets with the shortlisted candidates"	No	Not applicable
IFI 6	Yes, Governors meet the candidates.	If the meeting is not a closed session, the minutes of the meeting will be available to the public after its approval.	No
IFI 7	Yes In person Restricted access	No	No, candidates can meet with other stakeholders on their own initiative, if they choose
International Tribunal 1 (Members)	No reference	N/A	N/A
International Tribunal 1a (President)	N/A	N/A	N/A

	5. Does the Membership meet formally with the candidates?	6. Are the meeting proceedings made available to the public after the meeting?	7. Do the non-voting stakeholders (e.g., in the case of IFAD, Civil Society Organizations, Intergovernmental Organizations, Farmers' Organizations, Indigenous Peoples) meet with candidates?
International Tribunal 2	No answer	No answer	No answer
UNA 1	No	No	No
UNA 2	Yes In person Restricted access Choreographed meeting Questions are shared in advance with the candidates. Presentations by the candidates are envisaged Open Q&A session	No	No
UNA 3	Yes Hybrid Restricted access Choreographed meeting Presentations by the candidates are envisaged	No	No
UNA 4	"Yes, In person Webcast Presentations by the candidates are envisaged Open Q&A session"	Yes, VOD of the interviews on the website and Summary Records and Proceedings of the Plenary meetings of the executive Board and General Conference respectively.	No
UNA 5	No	Yes	Yes, in person, the meetings are organised by the Organisation
UNA 6	No	No	No
UNA 7	Yes In person Webcast Presentations by the candidates are envisaged Open Q&A session Webforum	No	No

	5. Does the Membership meet formally with the candidates?	6. Are the meeting proceedings made available to the public after the meeting?	7. Do the non-voting stakeholders (e.g., in the case of IFAD, Civil Society Organizations, Intergovernmental Organizations, Farmers' Organizations, Indigenous Peoples) meet with candidates?
UNA 8	Yes In person Presentations by the candidates are envisaged	No	No
UNA 9	No	N/A	No

C. Conduct of election process

	8. Does the appointment/election process take place in an open or in a private/closed meeting (meaning only one representative per Member State is allowed in the meeting)?
IFI 1	Private/Closed meeting Open only to Governors, Alternate Governors, Executive Directors (EDs), Alternate EDs, and the Secretariat comprising the Secretary General, General Counsel, and selected staff
IFI 2	In the private/closed session. Only Governors and their Alternates or Temporary Alternates shall be admitted to the session.
IFI 3	In a closed meeting, where only BoD and BoG are participating.
IFI 4	In a private/closed meeting, attended by directors or governors, depending on the stage of the process taking place.
IFI 5	Private/Closed meeting
IFI 6	Normally, it is in an open meeting with Board of Directors and Board of Governors, but only authorized Management is invited, if needed. When there are complicated issues concerning the appointment/election process, a closed session might be considered.
IFI 7	Private/Closed meeting Executive Directors, General Counsel and Corporate Secretary
International Tribunal 1 (members)	Private/Closed meeting The Council and the General Assembly shall proceed independently of one another and simultaneously to elect the members of the Court.
International Tribunal 1a (President)	Private/Closed meeting The members of the Court
International Tribunal 2	No answer
UNA 1	No answer
UNA 2	Private/Closed meeting In ICAO, the meeting for the purposes of the election process is open only the Representatives of the Member States.

UNA 3	Private/Closed meeting Only the members of the Governing body who elect the Director-General are allowed to attend.
UNA 4	Private/Closed meeting The Executive Board shall consider in private meeting all the names so suggested, together with any proposed by Members of the Board, provided that no candidature shall be considered unless biographical details are available.
UNA 5	Open meeting
UNA 6	Open meeting, the proceedings are broadcast
UNA 7	Private/Closed meeting Member States and Associate Members (and essential Secretariat staff) at the Executive Board and Members as well as to representatives of Associate Members and of the United Nations at the Health Assembly
UNA 8	Private/Closed meeting The official representative of the Member State entitled to vote & maximum 3 persons from his/her delegation.
UNA 9	Open meeting, the proceeding is broadcast

D. Voting and counting (results) process

	9. Is the appointment/election held by secret ballot?	10. If payments by Member States have an impact on the distribution of voting rights in your organization, do you apply a cut-off date for receipt of payments prior to the secret ballot/voting process?	11. Is there an automated/electronic voting system in place?	12. Do the voting and counting procedures foresee the presence of auditors (internal or external)/tellers?	13. Are voting booths set up?	14. Are recording or communicating devices (e.g. cell phones or tablets) allowed in the private meeting?	15. When only one candidate remains in the running for the position of Executive Head, what are the means of appointment?	16. Are the results of each ballot made public?
IFI 1	Yes, How the secrecy and integrity of the vote is safeguarded: Duty of confidentiality imposed on Governors and staff involved in handling the ballots. If votes cast are identifiable, i.e., are any actors in a position to identify how representatives cast their votes: (yes, the persons handling the ballots based on the voting power of the voter) or are voters in a position to provide proof of how they cast their votes to a third party?: (no, because the completed ballot paper is deposited in the ballot box)	Yes, the month preceding the month in which the election will be held	No, however an eVoting solution was developed internally and used only exceptionally for the 2020 election of the President as a result of the onset of the COVID-19 pandemic at the time. This mechanism is currently being upgraded and more details may be shared once completed	No	Yes, an open both, i.e., the voter is not concealed	Yes	Acclamation is envisaged but voting representatives may call for an additional round of voting to ensure that the candidate obtains the required majority.	No, the results are announced to meeting participants after each round of voting. Only the final outcome is announced to the public
IFI 2	Yes, the vote tally shall be conducted immediately after the collection by the Corporate Secretary of completed ballots or the cast of votes by Governors electronically. The two Vice Chairs of the Board of Governors shall	Not answered	Yes	Yes. The tally shall be observed by a representative of the Bank's external auditor.	NOT applicable So far, we only had one election which was an e-voting online because of COVID-19.	No	By acclamation	No

	oversee the vote tally, assisted by the Corporate Secretary and advised by the General Counsel. The tally shall be observed by a representative of the Bank's external auditor. Those involved in the tally shall keep confidential how individual Governors cast their votes.							
IFI 3	No, it is not held by secret ballot.	No, payments by MS have no impact on the distribution of voting rights in our organization	No	No	No	Yes	Candidate must obtain the required majority in a vote.	Yes, only at the end of the whole process
IFI 4	Ballots are used but these are not secret.	No	No	No	No	Yes	An only candidate is not feasible in our process, due to the requirement of a short list composed by three nominees. The appointed candidate must obtain a majority vote.	No. Results are made public through a press release.
IFI 5	No, by consensus	According to the procedures set out in Article XXVI, Section 2(b) of the F Articles of Agreement, a supermajority vote of the Executive Board is required to suspend the voting rights of a member that fails to fulfill any of its obligations under the Agreement. There is no rule for automatic suspension of voting rights upon a particular cut-off date.	The Institution does not use electronic voting for meetings of the Executive Board. [We use e-voting for Board of Governors, but they do not make the selection of the MD.]	No	No	While cell phones and other devices are permitted in the Executive Board room, recording is not allowed.	Candidate must obtain the required majority in a Vote	No

IFI 6	Yes, each member country shall appoint a Governor and an Alternate Governor. Only the Governor or the Alternate Governor can vote though the ballot on behalf of his or her own country.	As of now, the Institution has received all payments from its member countries. We did not experience any issue between making payments and appointing/electing the organizational head.	No	No	No	We do not have private meeting. In a closed meeting, recording and communicating devices are allowed.	Candidate must obtain the required majority.	No, the Institution does not disclose the result of each ballot. Corporate Secretariat will inform the Board of Directors and the Board of Governors of the outcome in accordance with the results of all ballots.
IFI 7	Yes, ballot box, An Executive Director can register their abstention or opposition at the meeting and then register in online system	No	No, our Board room is equipped with an electronic voting through the Taiden system but was not used. We did a manual vote this year with paper ballots placed by each ED in a ballot box. The ballots are identifiable by name and how they voted. The tally was done manually by Corp SEC under the supervision of Legal. An electronic vote would allow EDs to use the console in front of them to vote (yes, no, abstain). The results would be displayed on the big screen for everyone to see (both nominative and summary, i.e. how many yes, no).	Yes	No	Yes, they are allowed on a routine basis but SEC monitors to ensure they are not used.	Candidate must obtain the required majority in a vote	No
International Tribunal 1 (Members)	Yes, secret ballot in simultaneous meetings of the two organs.	N/A	No reference	No reference	No reference	No reference	Candidate must obtain the required majority in a vote	Yes, after each voting round.
International Tribunal 1a (President)	Yes, secret ballot	N/A	No reference	No reference	No reference	No reference	Candidate must obtain the required majority in a vote	No reference

International Tribunal 2	Yes, secret ballot	No answer	No answer	No answer	No answer	No answer	Candidate must obtain the required majority.	No answer
UNA 1	Yes	No	No	Yes	Yes	Yes	Candidate must obtain the required majority in a vote	Yes, after each voting round
UNA 2	Yes, paper ballots are distributed to those Member States with the right to vote with the name of each candidate appearing on the ballot paper. The Representatives of Member States then deposit their ballot paper into an enclosed ballot box. The counting of votes is carried out by the Secretariat in the presence of the presiding officers of the governing body who act as scrutineers to ensure accuracy in the process. There is no way to link an individual paper ballot to a particular Member State, which ensures anonymity in the election process.	Yes the specific cut-off date is determined by a formula contained in the provisions of the Institution's Financial Regulations.	Yes, there is an electronic voting system in place, but for the purposes of electing the Organization's executive office-holder, the electronic system is not utilized. Instead, the Organization always uses the paper ballot method by way of absolutely ensuring total anonymity in the process.	No	Yes, the voting booth is set up in the same room at the meeting of the governing body. It is constructed with three high panels, with the fourth side open for ease of entry and exit of the individual voting. The fourth "open" side is faces the wall so that there is no way for anyone else to see how an individual is marking their ballot paper.	Yes	Acclamation or/and vote	Yes, at the end of the whole process.
UNA 3	"Yes, the election is held by secret ballots. Every member of the Governing Body with the right to vote receives a ballot paper. The completed ballot paper is to be put in the ballot box, as the name of the member is roll-called by the Governing Body Secretariat during the election. No, the votes cast are not identifiable"	No	No, for the voting on elections of the Director-General, the e-voting system is not used. Only traditional ballot paper is used.	"Yes, In the voting process: the internal and external auditors are in charge of observing the public counting of the votes casted. In the counting process: The votes are counted by the Secretariat publicly in the Governing Body room in presence of all the members of the	Yes, conceals the voter partially	Yes	Candidate must obtain the required majority in vote	Yes, after each voting round. The Secretariat passes the results to the Governing Body Chairperson who announces the results orally to the Governing Body members.

				Governing Body and one representative of each candidate. "				
UNA 4	"Yes, The General Conference shall consider this nomination and the draft contract at a private meeting and shall then come to a decision by secret ballot. The person to be nominated by the Executive Board shall be chosen by secret ballot. "	"Yes, A Member State shall have no vote in the General Conference if the total amount of contributions due from it exceeds the total amount of contributions payable by it for the current year and the immediately preceding calendar year.	No	"Yes, In the voting process: Before the vote begins, the Chairperson shall appoint two tellers to scrutinize the votes cast. In the counting process: When the counting of the votes is completed and the tellers have reported to the Chairman, he shall announce the results of the ballot. The Tellers shall record the outcome of the vote and present the result to the Chairperson. With a view to ensuring the fullest transparency, every bulletin will be opened under camera and projected onto the screen in Room X"	Yes, The booth conceals the voter entirely.	No	Candidate must obtain the required majority in a vote	Yes, after each voting round
UNA 5	No	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
UNA 6	"Yes, The election is held by secret ballots. Every member country having the right to vote should receive a ballot paper. The completed ballot paper should be placed in the envelope distributed and put in the ballot box, as the name of the member country is roll-called by the Congress	No	No	Yes, in the voting process: Pursuant to the relevant provisions of the Rules of Procedure of Congresses, Congress appoints three tellers prior to the elections, having regard to equitable geographical representation and the level of	No	No	Acclamation	"Yes, after each voting round The secretariat passes the results on to the Congress Chair who reads the results aloud to the Congress attendees."

	Secretariat during the election. No, the votes cast are not identifiable"			economic development of the member countries, to oversee the counting of secret votes. In the counting process: The votes are counted by the Secretariat in a room specific to this purpose under the supervision of the tellers and one representative of each candidate.				
UNA 7	Yes, Delegations are called to vote at voting stations and/or behind voting shields.	Yes, if a Member fails to meet its financial obligations to the Organization the Assembly may suspend the voting rights	No	Yes, In the counting process they have to count the ballot papers, discern the intention of the voters and provide the results of the vote the chair of the meeting	Some case yes, others no	Yes	Candidate must obtain the required majority in a vote	Yes, at the end of the whole process
UNA 8	Yes - Through the use of paper ballots and the process of counting the votes taking place in front of the delegates.	No	Yes, but it was not used the last time during elections for SG and other positions.	Yes, In the voting process: Tellers are selected from among the delegates present. In the counting process: same as above	No	No	Candidate must obtain the required majority in a vote	No
UNA 9	Yes, secret paper ballot	No	Yes, but not for the President. The automatic Vote Counting System (VCS) is used only for the election of the Radio Regulations Board members and Council Member States	Yes In the voting process: verify the identity and right to vote of the delegate and observes the process closely In the counting process:	Yes	Yes	Candidate must obtain the required majority.	Yes, after each voting round

				The Tellers unlock the voting boxes, supervise the count closely and identify any invalid ballots (with extraneous marks)				
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E. Business continuity

	17. Do your procedures address the occurrence of an unexpected vacancy in the Office of the President/Executive Head?	18. If such a vacancy occurs, is delegation of authority to an Officer in Charge (OIC) envisaged?	19. Does the code of conduct for staff in your organization apply to the head of the organization?	20. Do your procedures allow the head of your organization to run for office in another entity or organization?
IFI 1	Article 1(5) Unless a successor President is elected in accordance with these Rules, the most senior Vice-President who is a national of a regional member country shall serve as Acting President and Legal Representative of the Bank.	Yes, an Acting President is appointed, see question 17. The OIC is the Deputy Executive Head/Vice-President	No, there is a separate conduct for Board Officials, namely the President and EDs	No. The Head must resign in line with the Code of Conduct for Board Officials
IFI 2	In the event of a vacancy of the office of the President brought about otherwise than by the expiry of the term of the President, the Corporate Secretary shall immediately inform the Board of Governors of the vacancy and shall invite nominations from the Governors for the office of the President.	Yes, the longest serving Vice-President willing to take on the role shall serve as Acting President for any period commencing when the office of the President becomes vacant and ending when such office is filled through a successful election in accordance with the rules.	Yes	No
IFI 3	No	Yes, a member of Senior Management appointed by the relevant body	Yes	No, in such case he/she will have to resign
IFI 4	Yes, If before the end of said term the position of Executive President becomes vacant, the Board of Governors shall proceed to elect, within a period not exceeding one hundred twenty (120) days, a new Executive President, from a list of three candidates selected based on a competition, for a new term of five (5) years, to be counted from the date that the Board of Governors determines	Yes, the OIC is the Executive Vice-president.	No	No, this person could apply, but in the case of being selected resignation is mandatory.
IFI 5	Yes According to the terms of appointment of the First Deputy Managing Director, in the absence of the Managing Director the First Deputy Managing Director serves as Acting Managing Director of the Institution.	Yes, the First Deputy Managing Director	Yes, the standards of conduct applicable to staff members are incorporated by reference into the terms of appointment for the Managing Director.	No Dependent on the circumstances, the Managing Director would be expected to resign or may be permitted to temporarily relinquish responsibilities.
IFI 6	As of now, this has not yet happened.	As of now, this has not yet happened.	Yes	No
IFI 7	Yes	Yes, no formal deputy but is usually clear who would act	Yes	No, resign

International Tribunal 1 (Members)	N/A	N/A	N/A	N/A
International Tribunal 1a (President)		In the event of a vacancy in the presidency or of the inability of the President to exercise the functions of the presidency, these shall be exercised by the Vice-President, or failing him, by the senior judge.	No reference	No reference
International Tribunal 2	No answer	No answer	No answer	No answer
UNA 1	Yes	Yes, a member of Senior Management	Not answered	Not answered
UNA 2	Yes, this scenario is accounted for in the Rules of Procedure. f The rules provide for an election process to be initiated "as soon as possible thereafter" with a view to the individual to be appointed "for the remainder of the term of his predecessor".	No	Yes	N/A
UNA 3	No	No	Yes	Yes, no specific provisions.
UNA 4	"Yes, Rule 28 Temporary President At the opening of each session of the General Conference the President elected at the previous session or, in his or her absence, the head of the delegation from which the President of the previous session was elected shall preside until the General Conference has elected the President for the session.	No	Yes	No reference
UNA 5	No, informal arrangements	No, informal arrangements	Not applicable	No
UNA 6	Yes, Article 129.2 of the General Regulations: If the Director General is absent or prevented from discharging his or her duties, the Deputy Director General shall exercise those functions.	Yes, the Deputy Executive Head/Vice-President	Yes	Yes, no specific provision on the issue
UNA 7	Yes, Rule 113 of the Rules of Procedure of the Assembly: "In any case where the Director-General is unable to perform the functions of her or his office, or in the case of a vacancy in such office, the senior officer of the Secretariat shall serve as Acting Director-General, subject to any decision by the Board."	Yes, the Deputy Executive Head/Vice-President	Yes	This situation is not expressly addressed in relevant rules and decisions.

UNA 8	Yes, General Regulation 152 prescribe a process whereby should the post of Secretary-General unexpectedly become vacant the Executive Council is empowered to appoint an Acting Secretary-General until the next meeting of Congress.	Yes, the Deputy Executive Head/Vice-President	Yes -as of January 2024.	Yes
UNA 9	No answer	Yes, the Deputy Executive Head/Vice-President	No, there are specific staff rules and regulations for elected officials	No answer

Excerpts from IFAD's basic legal texts related to the appointment of the President

Relevant provisions of the Agreement Establishing the International Fund for Agricultural Development

ARTICLE 6 – ORGANIZATION AND MANAGEMENT

Section 8 - President and Staff

- (a) 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 reappointment for only one further term. The appointment of the President may be terminated by the Governing Council by a two-thirds majority of the total number of votes.
- (b) Notwithstanding the restriction on the term of office of the President of four years, contained in paragraph (a) of this Section, the Governing Council may, under special circumstances, on the recommendation of the Executive Board, extend the term of office of the President beyond the duration prescribed in paragraph (a) above. Any such extension shall be for no more than six months.

[...]

Relevant provisions of the By-laws for the Conduct of the Business of IFAD

SECTION 6 - THE PRESIDENT

[...]

2. 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. Nominations for the office of President may be submitted to the Secretary of the Fund by Members, 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.

[...]

Relevant provisions of the Rules of Procedure of the Governing Council

Rule 26: Quorum

1. A quorum for any meeting of the Governing Council shall be constituted by Governors exercising two-thirds of the total number of votes.

[...]

Rule 33: Voting Rights

1. Each Member shall have the number of votes distributed to it in accordance with the formulae set out in Section 3(a) of Article 6 of the Agreement [Establishing the International Fund for Agricultural Development] and in the decisions that the Governing Council shall take, from time to time, in accordance therewith.
2. Each Governor shall be entitled to cast the votes of the Member he represents. In his absence, the alternate appointed by that Member or, in the absence of both, a member of their delegation shall be entitled to cast these votes.

Rule 34: Majority Required

1. The following decisions of the Governing Council shall require at least two-thirds of the total number of votes:

[...]

(c) Appointment or termination of the appointment of the President;

[...]

Rule 35: Method of Taking Decisions

1. At any meeting of the Governing Council, the Chairman should attempt to secure a consensus on a proposal in lieu of taking a vote thereon. However, the Council shall take decisions by vote at the request of any Governor.
2. Roll-call votes shall be taken in the English alphabetical order of the names of the Members, starting with the Member whose name is drawn by lot by the Chairman. The name of each Member shall be called in all roll-calls, and its representative shall reply "yes", "no" or "abstention". Unless otherwise decided by the Council, the vote of each Member participating in roll-call shall be recorded.
3. Secret ballots shall be taken by the casting of paper ballots³ or, if available, through an electronic voting system, in such a way as to safeguard the secrecy and integrity of the secret ballot. Each Member shall have access to and the ability to cast, the specific number of votes to which they are entitled.

Rule 36: Conduct Relating to Voting

1. The Chairman shall announce the commencement of voting, after which no one shall be permitted to intervene until the results of the vote have been announced except on a point of order in connection with the process of voting.
2. Governors may make brief statements consisting solely of explanation of their votes, before the announcement of the commencement of voting or after the results of the vote have been announced.

³ In the case of paper ballots, each Governor shall be provided with one or more ballot papers each indicating a specific number of votes, which shall be so distributed that: (i) papers specifying any particular number of votes shall be received by at least four Governors, and (ii) the total number of votes specified on the papers received by any Governor shall equal the number of votes he is entitled to cast; each Governor may indicate his vote on all the papers he receives and deposit them in ballot boxes from which they shall be taken and counted by tellers appointed by the Chairman.

Rule 38: Elections

1. [...] all elections shall 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: President

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. unless otherwise decided by the Governing Council after considering a report of the Bureau thereon.
2. The Governing Council shall appoint the President by at least two-thirds of the total number of votes. In the case of only one nominee, the Council may use the method of acclamation to appoint the President. 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.