



# United Nations Industrial Development Organization

Distr.: General  
4 October 2012

Original: English

## Industrial Development Board

### Fortieth session

Vienna, 20-22 November 2012

Agenda item 11 of the provisional agenda

### Selection process for the post of the Director-General:

### Introduction of a candidates' forum

## Selection process for the post of the Director-General

### Note by the Secretariat

The present note provides information on the recommendation of the Joint Inspection Unit (JIU) to introduce meetings with candidates for the post of executive head of organizations in the United Nations system (JIU/REP/2009/8). The document summarizes the response by other specialized agencies of the United Nations to the JIU recommendation and outlines possible modalities for a candidates' forum at UNIDO.

## Contents

	<i>Paragraphs</i>	<i>Page</i>
I. Introduction . . . . .	1	2
II. Legislative procedures followed by UNIDO . . . . .	2-6	2
III. Recommendation 1 of the report of the Joint Inspection Unit (JIU/REP/2009/8) and practice followed by other United Nations specialized agencies and other organizations . . . . .	7-18	3
IV. Procedures for the candidates' forum at UNIDO . . . . .	19-25	6
V. Action required of the Board . . . . .	26	8
Annex . . . . .		9



## **I. Introduction**

1. As noted in the annotated provisional agenda (IDB.40/1/Add.1), the Director-General proposed the inclusion of this item in accordance with rules 11 and 12 of the rules of procedure of the Industrial Development Board. The Director-General's proposal was based on a recommendation issued by the Joint Inspection Unit (JIU) to conduct hearings or meetings with candidates running for the post of executive head of organizations in the United Nations system. The present document will outline current legislative procedures followed by UNIDO for the appointment of the Director-General, and provide information on the JIU recommendation and the response it has generated within the United Nations system. The present note will also lay out possible enhanced modalities for the process of selection of the Director-General for consideration by the Board.

## **II. Legislative procedures followed by UNIDO**

2. The legislative procedures followed for the appointment of the Director-General of UNIDO are laid out in Article 11.2 of the Constitution and rule 61 of the rules of procedure of the Board. Article 11.2 of the Constitution stipulates that "the Director-General shall be appointed by the Conference upon recommendation of the Board for a period of four years". The General Conference, at its thirteenth regular session, appointed Mr. Kande K. Yumkella as Director-General of UNIDO for a period of four years from 8 December 2009 or until the Director-General appointed at the fifteenth session of the General Conference assumes office, whichever is later (decision GC.13/Dec.18).

3. In accordance with rule 61.2 of the rules of procedure of the Board, "to be eligible for consideration, nominations of candidates must be received by the President of the Board at the latest two months prior to the opening date of the last regular session of the Board before the Conference which is to appoint the Director-General." It is foreseen that the Industrial Development Board, at its forty-first session, to be held during the week from 1 to 5 July 2013, would consider nominations for the post of the Director-General. The exact dates will be decided by the Board at its fortieth session. In accordance with decision IDB.39/Dec.7 (f) and past practice, the Board holds one regular session of four working days in General Conference years in which the Board is to consider the recommendation of a candidate for the post of Director-General. Therefore, the forty-first session would have to commence on 1 or 2 July 2013. Accordingly, the deadline for receipt of nominations by the President of the Board is likely to be 1 or 2 May 2013.

4. In line with past practice, a note verbale on the subject will be circulated to Ministries of Foreign Affairs of Member States in December 2012, at the latest. The note will inform Member States of the legislative procedures for the appointment of the Director-General, and in particular rule 61.2 of the rules of procedure of the Board, which stipulates, inter alia, that "a candidate for the post of Director-General shall be nominated in writing by his/her Government to the President of the Board". The same note will invite interested Member States to inform the President of the Board of the names and curricula vitae of candidates they wish to nominate. In line with rule 61.2, the President will request the Secretariat to circulate such candidatures to Member States without delay.

5. The names and curricula vitae of candidates received by the President as of the deadline will be presented in a document to the forty-first session of the Industrial Development Board. The procedure followed for the recommendation of a candidate for the post of Director-General is outlined in rule 61 of the rules of procedure of the Board, which is reproduced in the annex to the present document. All decisions as to candidates for the post of Director-General are taken by secret ballot (rule 61.4 of the rules of procedure of the Board and appendix B).
6. Currently, the legislative procedures do not foresee that the Board will hold any hearings or meetings with candidates.

### **III. Recommendation 1 of the report of the Joint Inspection Unit (JIU/REP/2009/8) and practice followed by other United Nations specialized agencies and other organizations**

#### **JIU recommendation**

7. In 2009 the JIU issued a report on the selection and conditions of services of executive heads of the United Nations system organizations (JIU/REP/2009/8). The review assessed the legal and institutional framework and practices in the selection and appointment of the United Nations Secretary-General and other executive heads of the United Nations system organizations, including their conditions of service, in order to assist in the establishment of harmonized criteria that would ensure the highest quality of leadership and management.
8. In line with the scheme for following up on JIU recommendations introduced in 2001, the Director-General reported *inter alia* on that particular JIU review and provided comments on it to the thirty-ninth session of the Board (IDB.39/15, paragraphs 3 to 5). The Secretariat concurred with the report and supported the recommendations made, where applicable to UNIDO.
9. Recommendation 1 of the aforementioned JIU report is most relevant in the present context. Recommendation 1 stipulates that “the legislative bodies of the United Nations, specialized agencies and IAEA, which have not yet done so, should conduct hearings/meetings with candidates running for the post of executive head, in order to enhance transparency and credibility of the selection process and to make the process more inclusive of all Member States”.

#### **Practice followed by other United Nations specialized agencies and other organizations**

10. In the context of their review, the JIU Inspectors evaluated the selection procedures at a number of specialized agencies and related organizations. In particular, they noted that the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO) and the World Intellectual Property Organization (WIPO), had introduced hearings or meetings with candidates running for the post of executive head with Member States at closed meetings, formal or informal, of their legislative bodies and as an integral part of the selection process. The hearings or meetings were generally composed of a presentation by each candidate, followed by questions and answers by members of the legislative body of the respective organization. Other organizations, including

the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), the International Monetary Fund (IMF), the World Bank and the World Trade Organization (WTO) also had formal or informal hearings/meetings with candidates during the selection process by their legislative bodies.

11. In general, the JIU Inspectors were of the opinion that the practice of holding hearings or meetings between candidates and members of the organizations' legislative bodies during the selection process was useful and best practice. It allowed Member States to get to know better the candidates and their future vision for the organization. It also provided an opportunity for interaction between the member countries and candidates through questions and answers. Hence, the Inspectors concluded that through this interaction, the transparency and credibility of the selection was increased.

12. In order to provide Member States with an overview of the practices adopted in the United Nations system, the procedures of selected agencies and organizations are summarized below.

13. **Food and Agriculture Organization of the United Nations (FAO):** In May 2010, the Council at its hundred and thirty-ninth session adopted procedures concerning the address by candidates for the office of the Director-General to be made to the Council and the Conference of FAO (CL139/REP, appendices D and E). According to these procedures, also laid out in Rule XXXVII of the General Rules of the Organization, each candidate was to make a statement to the plenary meetings of the two organs, the Council (11-15 April 2011) and the Conference (25 June-2 July 2011). The candidates were to include in their statements, not exceeding 15 minutes, a presentation of their vision of the future of the organization. The order in which candidates spoke was to be drawn by lot. After each statement, up to 15 minutes were to be made available to members of the Council/Conference, or respectively the member nations of FAO, to ask questions through the Chairperson. Each candidate was to be given 15 minutes to respond to the questions. Once all statements were made and all questions and answers completed, the Chairperson was to declare the relevant agenda item closed.

14. However, given that it took the April session of Council two three-hour meetings to interview the six candidates, the June/July session of Conference decided to limit the presentation made by each candidate to 15 minutes, without the questions and answers originally foreseen. At both organs, Council and Conference, there was no debate, nor were conclusions drawn from the statements, or questions and answers (in the case of the Council). The Conference being the highest organ proceeded to the appointment of the Director-General, in line with Rule XXXVII of the General Rules of the Organization.

15. **International Labour Organization (ILO):** Hearings of all the candidates for the post of ILO Director-General were held for the first time on 30 and 31 March 2012. ILO's amended procedures (Compendium of rules applicable to the Governing Body of the ILO, Annex III, revised version, amended in November 2011) stipulate that "hearings shall be conducted with the candidates at a private sitting of the Governing Body held prior to the election. The order of appearance in the hearings shall be drawn randomly by the Governing Body Chairperson and candidates shall be informed of the date and approximate time of

their hearing at least one week prior to the hearing. Each candidate shall be heard individually and shall be invited to make a presentation to the Governing Body. Following the presentation, the candidate shall receive and respond to questions from the Governing Body. The time allocated to candidates for making their presentation and receiving and responding to questions shall be determined by the Officers. Equal time will be allocated for all candidates. The procedures for the selection of the Director-General also foresee that candidates have the possibility to provide a written statement of no more than 2,000 words describing their vision for the organization and the strategic direction they would pursue in the event they are appointed. Only statements received at the same time as the candidatures are considered as receivable and distributed. The meeting of the Governing Body for the purpose of conducting the ballot for the appointment of the Director-General was held on 28 May 2012.

16. **World Health Organization (WHO):** At WHO procedures for the conduct of interviews with candidates for the post of Director-General were applied several times, while the exact modalities are still under review: On 24 January 2011, the Executive Board decided to establish a working group on the process and methods of the election of the Director-General of WHO (resolution EB128.R14). Following the issuance of the report of the working group (A65/38), on 26 May 2012, the Sixty-fifth World Health Assembly decided that “a candidates’ forum, open to all Member States, shall be established to provide a non-decision-making platform for candidates to make themselves and their vision known to Member States on an equal basis” (resolution WHA65.15, paragraph 1 (e)). The Assembly also decided that the modalities of the candidates’ forum would be developed by the Secretariat to be considered by the Sixty-sixth World Health Assembly in May 2013 through the Executive Board. The above-mentioned working group developed options for the timing of the forum as well as for the duration, format, process for questions and answers, and participation (EB/EDG/WG/3/3).

17. **Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO):** The most recent procedures adopted by the Preparatory Commission for the appointment of the next Executive Secretary foresee that “candidates shall be invited by the Chairperson of the Commission or the person designated by the Commission to make a presentation to the members of the Commission, elaborating their policies and programmes for further advancement of the work of the Commission” (CTBT/PC-38/2/Annex IV, paragraph 11). The Chairperson of the Commission has scheduled a closed meeting for presentations by candidates to members of the Commission on 27 September 2012. The specific modalities for the meeting were still under discussion. It is intended that the appointment process of the Executive Secretary would be finalized at the thirty-ninth session of the Commission (22-24 October 2012).

18. **International Atomic Energy Agency (IAEA):** On 24 September 1997, the Board approved procedures for the appointment of the IAEA Director General as contained in a memorandum by the Chairman of the Board of Governors (GOV/2008/44). These procedures foresee that “in order to contribute to an objective assessment of all candidates, the Board may arrange for the candidates to address it at an open meeting as early as possible after the specified closing date for the receipt of nominations.” On 26 May 2009, the IAEA Board of Governors held an informal meeting during which each of the candidates for the post of

Director General of the IAEA made a presentation. All candidates were present in the Board Room while they took turns to make their presentations of about 10 to 15 minutes each. The formal election took place on 2 July 2009.

## **IV. Procedures for the candidates' forum at UNIDO**

### **Preliminary considerations**

19. In seeking to design a procedure for UNIDO, the following considerations could be taken into account.

20. First, it is to be noted that the element of a candidates' forum or interviews could be introduced into the procedures for the selection of the Director-General without amending the rules of procedure of the Board or the Constitution. While some organizations have chosen to amend their rules, at UNIDO, the Board, and under its authority the President of the Board, assisted by the Bureau in the general conduct of business of the organ, may adopt a decision which would provide an appropriate legal basis for a candidates' forum or interviews.

21. Second, any procedures adopted at UNIDO could take into account recent experience gained at other agencies and organizations, and in particular at FAO and WHO, and draw elements from those selection processes that have been considered best practice. As regards the timing of a candidates' forum, account would have to be taken of the situation at UNIDO which foresees a period of two months between the deadline for the receipt of nominations and the actual election. A possible scenario could therefore envision holding a candidates' forum at a separate meeting scheduled after the deadline for submission of candidatures but well in advance of the last regular session of the Board before the session of the Conference which is to appoint the Director-General.

22. Third, the format for interviews adopted at various agencies and organizations seems to be comparable in broader terms. At UNIDO, it would be proposed to earmark one day for such interviews at a meeting to be chaired by the President of the Board. For a statement by each candidate 15 minutes could be allocated and 30 minutes for a question and answer period. Following the FAO model, a representative of each List of States could be allowed to ask one question per candidate which in total should not take up more than 10 minutes. The candidate will then have up to 20 minutes to reply to all questions.

23. Fourth, the Board will have to decide on the participation in the candidates' forum. Various approaches were also adopted by other organizations and agencies in this regard. Since the introduction of interviews with candidates aims at enhancing the transparency and inclusiveness of the selection process it is proposed that the meeting for the presentation of candidates be open to all Member States of UNIDO. It is also suggested that the observers (Holy See, Palestine, Sovereign Military Order of Malta) and those intergovernmental organizations which express interest be permitted to attend. The Board may also wish to consider that the Staff Council President and Vice-Presidents may be allowed to observe the candidates' forum. It might be necessary for the Secretariat, acting under the authority of the President of the Board, to establish any restrictions for security reasons and availability of space. A registration process will be set up for the forum.

24. The costs of a candidates' forum would depend on the modalities selected. For a one-day forum, costs would be estimated at approximately €15,000, including one day of conference servicing and interpretation in all official languages. For future elections, the costs for conference servicing and interpretation will be budgeted under the regular budget allocations for the sessions of the Industrial Development Board. For the forthcoming event the necessary funds will have to be made available from budgetary savings. In order to minimize costs associated with the candidates' forum, it would be advisable to schedule the meeting back-to-back with the session of the Programme and Budget Committee of the same year. The costs of each candidate's participation in the candidates' forum would be borne by his or her nominating Member State.

#### **Proposed procedure for a candidates' forum**

25. The following procedure could be considered by the Board:

#### **Candidates' forum for the selection of the UNIDO Director-General**

(a) Each candidate, nominated by his/her Government in accordance with rule 61.2 of the rules of procedure of the Board, will make a statement to a meeting open to all Member States. The observers (Holy See, Palestine, Sovereign Military Order of Malta), accredited intergovernmental organizations which express interest as well as the Staff Council President and Vice-Presidents may also attend the forum. The meeting will be chaired by the President of the Board and scheduled after the deadline for receipt of candidatures and well in advance of the last regular session of the Board before the session of the Conference which is to appoint the Director-General. In 2013, it is proposed to schedule the candidates' forum on 21 May 2013, one day before the twenty-ninth session of the Programme and Budget Committee (22 to 24 May 2013);

(b) Each candidate will make a statement of up to 15 minutes at the forum, with no other candidates present. The candidates will speak in the order, following the English alphabet, of the names of the countries by which they have been nominated. The statements should include a presentation of the candidate's vision for the Organization and the strategic direction he/she would pursue in the event he/she is appointed;

(c) After each statement, the Chair will invite a representative of African States in List A, Asia-Pacific States in List A, States in List B, C and D to each ask the candidate a question for a maximum of two minutes. The Chairperson will then give the floor to the candidate to respond for up to 20 minutes to all questions. Thus a total of 30 minutes is set aside for questions and answers;

(d) The Chairperson, with the assistance of the Secretariat, will ensure that the allocated time, both for the statements and for the questions and answers, is respected;

(e) A candidate may speak in any of the United Nations languages. Full interpretation services will be provided;

(f) Once all statements and questions and answers have been completed, the Chairperson shall declare the forum closed. There shall be no debate, nor any conclusion drawn from the statements, questions or answers.

## **V. Action required of the Board**

26. The Board may wish to take note of the information contained in the present document and provide guidance on the proposed procedure for the candidates' forum.



---

## Annex

### Rule 61

#### *Procedure for the appointment of the Director-General*

1. Except as otherwise provided herein, the rules covering elections in the Board as appropriate, shall apply.
2. A candidate for the post of Director-General shall be nominated in writing by his/her Government to the President of the Board. To be eligible for consideration, nominations of candidates must be received by the President of the Board at the latest two months prior to the opening date of the last regular session of the Board before the session of the Conference which is to appoint the Director-General. The President shall request the Secretariat to circulate such candidatures to all Members without delay. A candidature may be withdrawn at any stage by the candidate or by the nominating Government.
3. The consideration by the Board of the nominations shall be in private meetings.
4. All decisions as to candidates shall be taken by secret ballot.
5. A first series of ballots, not exceeding the number of candidates, shall be taken among all the candidates. If any candidate receives a two-thirds majority of the votes of all members of the Board, that candidate shall be recommended to the Conference.
6. If no candidate is recommended on the basis of the first series of ballots, after appropriate consultations a second series shall be held among all the candidates, with a two-thirds majority of the members present and voting required for a recommendation. After each ballot, the candidate receiving the fewest votes shall be removed from consideration during the remainder of the second series of ballots and balloting shall continue until no more than two candidates remain, whereupon no more than two further ballots shall be taken.
7. If no candidate is recommended on the basis of the second series of ballots, after appropriate consultations a third series shall be held among all the candidates, with a simple majority of all members of the Board required for a recommendation. After each ballot, the candidate receiving the fewest votes shall be removed from consideration during the remainder of the third series of ballots and balloting shall continue until no more than two candidates remain, whereupon no more than two further ballots shall be taken.
8. If no candidate is recommended on the basis of the third series of ballots, a fourth series of no more than three ballots shall be held between the two remaining candidates, with a simple majority of the members present and voting required for a recommendation.
9. If no candidate is recommended on the basis of the fourth series of ballots, additional candidates may then be nominated. The process of balloting as described in paragraphs 5 to 8 above shall be followed again.