


January 2013

	منظمة الأغذية والزراعة للأمم المتحدة	联合国 粮食及 农业组织	Food and Agriculture Organization of the United Nations	Organisation des Nations Unies pour l'alimentation et l'agriculture	Продовольственная и сельскохозяйственная организация Объединенных Наций	Organización de las Naciones Unidas para la Alimentación y la Agricultura
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## COMMITTEE ON CONSTITUTIONAL AND LEGAL MATTERS

**Ninety-sixth Session**

**Rome, 4-6 March 2013**

**Desirable qualifications for the post of Director-General**

### I. INTRODUCTION

1. The Immediate Plan of Action for FAO Renewal (IPA) adopted by the 35<sup>th</sup> Special Session of the FAO Conference in November 2008 contained Action Matrix 2.100 whereby the FAO Conference would consider for approval desirable qualifications for the post of Director-General developed by the Conference Committee (CoC-IEE) for the follow up of the Independent External Evaluation of FAO.

2. In 2009, the COC-IEE did not examine the matter and did not make any recommendation to the Conference. Meanwhile, the period during which Members could nominate candidates for the office of Director-General, under Rule XXXVII, paragraph 1 (b) of the General Rules of the Organization started on 1<sup>st</sup> February 2010. In view of the fact that a process of designation of a Director-General had already started and was under way, it was considered inappropriate to define desirable qualifications at that time.

3. In 2012, after a new Director-General had been elected and had effectively assumed functions, the Independent Chairperson of the Council initiated a series of informal consultations with representatives of regional groups with a view to implementing this action. In parallel, the Council at its Hundred and Forty-fourth Session in June 2012 requested that IPA action 2.100 be completed<sup>1</sup> and, at its Hundred and Forty-fifth Session in December 2012 reiterated the request that IPA actions not completed at the end of 2012 be mainstreamed and

<sup>1</sup> CL 144/REP, paragraph 15.

completed in 2013<sup>2</sup>. However, the informal consultations carried out by the Independent Chairperson of the Council with representatives of regional groups revealed that there was no consensus on the matter.

4. On 18 December 2012, the Independent Chairperson of the Council wrote a letter to the Chairperson of the Committee on Constitutional and Legal Matters asking him that the matter be placed on the Provisional Agenda of the Committee on Constitutional and Legal Matters. The letter contained two attachments, i.e. a draft Working Document which had been presented by the United Kingdom to the Conference Committee on 23 June 2010 and a draft Conference Resolution that had been submitted by the Independent Chairperson of the Council to the consultations among the representatives of the Regional Groups. The letter of the Independent Chairperson of the Council, including its attachments, is set out in **Appendix I** hereto.

## **II. SUGGESTED ACTION BY THE COMMITTEE**

5. The CCLM is invited to review this document, including **Appendix I**, and make such comments and observations thereon as appropriate.

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<sup>2</sup> CL 145/REP, paragraph 11.



الرئيس المستقل للمجلس  
理事会独立主席

Independent Chairperson of the Council  
Président indépendant du Conseil  
Независимый Председатель Совета  
Presidente Independiente del Consejo

18 December 2012

**Re: Provisional Agenda of the 96<sup>th</sup> Session of the CCLM, Rome, 6-8 March 2013**

Mr President,

I have the honour of drawing your attention to the fact that the Council, during its 144<sup>th</sup> Session (Rome, 11-15 June 2012) considered the following subject, under item 4 on its agenda: "*Immediate Plan of Action (IPA), annual report for 2011 and direction for 2012 for consideration and decision (CL 144/10)*". The report from this Session<sup>1</sup> includes the following statement: "*The Council requested that action 2.100 of the IPA concerning the desirable qualifications for the post of Director-General be completed.*"

Moreover, the Council, during its 145<sup>th</sup> Session (Rome, 3-7 December 2012) re-considered the Immediate Plan of Action<sup>2</sup> under item 4 of its agenda, entitled: "*Item 4. Report on the status of implementation of the Immediate Plan of Action for consideration and decision (CL 145/10)*". The report for this Session includes<sup>3</sup> the following statement "*The Council requested: a) that the actions of the IPA that had not been completed in 2012 be mainstreamed and completed in 2013...*"

During the same session, the Council also considered the following subject, under item 17 on its agenda: "*Actions taken in light of the decisions adopted by the Council at its Hundred and forty-fourth Session (June 2012) for consideration and decision (CL 145/LIM/4)*". The report from this Session<sup>4</sup> includes the following statement: "*The Council took note the actions taken in light of the decisions adopted at its 144<sup>th</sup> Session, which took place from 11-15 June 2012) and requested that these decisions be efficiently and rapidly actioned.*"

His Excellency  
Mr Hassan Janabi  
Chairman of the Committee on  
Constitutional and Legal Matters (CCLM)  
Rome

cc : Ms Annick Van Houtte  
Secretary of the Committee on  
Constitutional and Legal Matters (CCLM)  
Rome

<sup>1</sup> Document CL 144/REP, paragraph 15.

<sup>2</sup> Conference Resolution Number I/2008 of 19 November 2008.

<sup>3</sup> Document CL 145/REP, paragraph 11.

<sup>4</sup> Document CL 145/REP, paragraph 47.

As indicated in documents CL 145/10<sup>5</sup> and CL 145/LIM/4<sup>6</sup>, I have included the item "*desirable qualifications for the post of Director-General*" in the agenda for the four informal meetings of the Chairs of the Regional Groups which took place, at my initiative, following the 144<sup>th</sup> Session of Council, last June. The discussions held in tandem with the Legal Counsel, Secretary of the CCLM, were intense and productive. They gave rise to the attached draft resolution (*cf* DRAFT CONFERENCE RESOLUTION - REV.3 / – 29 November 2012)

During the informal meeting of 29 November 2012, the Chairs of the Regional Groups discussed this subject, without however reaching a clear consensus. Consequently, in order to abide by the guidance of the Council, I consider it expedient to submit the draft resolution to the CCLM for review at its 96<sup>th</sup> Session (Rome, 6-8 March 2013), so that this matter be reconsidered by the Council during its 146<sup>th</sup> Session (Rome, 22-26 April 2013), prior to its possible submission to the 38<sup>th</sup> session of the Conference (Rome, 15-22 June 2013)

To this end, in connection with the Director-General, in conformity with Article 3 of the Rules of procedure of the CCLM and taking note of the repeated requests of the Council, I would be grateful if you could include the item: "*Action 2.100 of the IPA concerning the desirable qualifications for the post of Director-General, Draft Conference Resolution*" in the provisional agenda of the 96<sup>th</sup> Session of the CCLM (Rome, 6-8 March 2013).

Yours faithfully,

**Luc Guyau**

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<sup>5</sup> The Independent Chairperson of the Council facilitates a process whereby the suggested desirable qualifications for the post of Director-General are drawn up and considered by the Members. In order that they action may be fully executed by the FAO Conference at its Thirty-eighth Session, a consensus should be reached at the Council's Hundred and forty-sixth Session.

<sup>6</sup> The Independent Chairperson of the Council facilitates a process whereby the suggested desirable qualifications for the post of Director-General are drawn up and submitted to the Members for consideration.

**DRAFT CONFERENCE RESOLUTION**  
**REV.3 / – 29 November 2012**

THE CONFERENCE,

**Considering** that the “*Immediate Plan of Action (IPA) for FAO Renewal (2009-11)*” adopted by Conference Resolution 1/2008 included action 2.100 calling upon the Conference to consider for approval the desirable qualifications for the post of the Director-General to be developed by the Conference Committee for Follow up to the Independent External Evaluation of FAO (CoC-IEE);

**Considering** that, while it was not possible to adopt such qualifications at the sessions of the Conference of 2009 and 2011, it would be appropriate to define such desirable qualifications as is the case in other Specialized Agencies;

**Recalling** that, following regional consultations, the Committee on Constitutional and Legal Matters, at its Ninety-sixth Session, from 6 to 8 March 2013, reviewed desirable qualifications for the post of the Director-General;

**Recalling further** that the Council, at its Hundred and forty-sixth Session, held from 22 to 26 April 2013, endorsed proposed desirable qualifications for the post of Director-General;

1. **Decides**, without any prejudice to the rights of Member Nations, that candidates nominated for the office of Director-General under Rule XII, paragraph 5 and Rule XXXVII, paragraph 1 (b) of the General Rules of the Organization, should have:
  - (a) A clear vision and strategy for the Organization and a determined commitment to achieving global food security and strengthened coordination among international partners, including civil society and the private sector;
  - (b) Extensive international experience related to food security, nutrition, and agriculture;
  - (c) Senior level strategic leadership and management experience and competencies;
  - (d) Recognized consensus building skills;
  - (e) Excellent communication and advocacy skills;
  - (f) Demonstrated commitment to ensuring gender equity and cultural and social diversity; and
  - (g) A thorough understanding of the United Nations system.
  
2. **Decides** that the present Resolution should be inserted in Volume II of the Basic Texts.

**DRAFT WORKING DOCUMENT**  
**PRESENTED BY THE UK AT THE CoC/IEE MEETING**  
**ON**  
**WEDNESDAY 23 JUNE 2010**  
**FOR INFORMATION**  
**AND POSSIBLE FURTHER EXCHANGE OF IDEAS**

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**(in line with agreed IPA recommendation 2.100 to develop 'desirable qualifications  
for the post of Director-General')**

## **DIRECTOR GENERAL OF FAO**

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### **Job Description**

The Director-General shall perform the functions as set out in Rule XXXVII of the Basic Texts (see Annex 1).

Based on this the Director General shall:

- Lead the work of the Organisation in line with its mandate, vision and strategic framework, including implementation of the IPA reform, and be accountable to the Council and the Conference for results.
- Strategically direct FAO's human resources efficiently, transparently and in line with best practice to ensure that the Organisation is able to recruit, retain and motivate staff of the highest quality at all levels to deliver its programme of work effectively.
- Advocate for the Organisation, ensuring that it develops its international profile appropriate to its potential and mandate; demonstrates good value for money; and effectively uses its people and financial resources to achieve maximum results.
- Develop and strengthen effective, collaborative relationships with FAO members and other multilateral and development organisations – particularly WFP, IFAD, the development banks and private sector entities.
- Champion coordination and actively participate in the planning process for UN joint action and reform, including the Chief Executive's Board (CEB) and UN High Level Task Force (HLTF), which address UN system-wide policy, programming, management and operational issues.
- Ensure a high standard of financial management; including financial systems and procedures that promote the transparent, efficient and economical conduct of business.

### **Competency Profile**

The Director-General shall have:

- Recognised leadership skills combined with an ambitious and determined commitment to achieving global food security and strengthening coordination among international partners.
- Proven management skills with experience in staff and financial management in an international context, preferably of a large organisation, and the capacity to build a cohesive and effective senior management team to create a working environment that values FAO staff and focuses on results.
- Excellent communication skills at all levels, including the ability to be a convincing advocate within the United Nations system, with Governments, civil society organisations, as well as with the wider public.
- Demonstrated ability to reconcile divergent positions and foster consensus.
- A good understanding of the United Nations system and ability to lead efforts for a more effective and coherent United Nations response at all levels.
- Demonstrated sensitivity to political and cultural factors.
- Fluency in English and/or French, and/or Spanish, with knowledge of another UN language desirable.
- An advanced university degree.

## ANNEX 1

### Rule XXXVII

#### Functions of the Director-General

1. The Director-General shall have full powers and authority to direct the work of the Organisation, subject to the general supervision of the Conference and of the Council and in accordance with these Rules and the Financial Regulations. The Director-General is the executive officer of the Organisation, and as such shall service the Conference and Council, carry out their decisions, and act on behalf of the Organisation in all its transactions.

2. In particular, the Director-General shall, in accordance with these Rules and the Financial Regulations, and provided that he reports to the Council or Conference as appropriate on all matters involving policy issues:

- (a) be responsible for the internal administration of the Organisation and for the appointment and discipline of the staff;
- (b) convene the sessions of the Conference and Council;
- (c) publish annually and communicate to Member Nations and Associate Members a detailed world survey of the state of food and agriculture;
- (d) present a report on the work of the Organisation at each regular session of the Conference;
- (e) carry out the duties with regard to conventions and agreements laid down in these Rules;
- (f) receive applications for admission to the Organisation;
- (g) prepare:
  - (i) in the light of guidance given by the Conference and Council at previous sessions and by regional and technical conferences, commissions or committees, a summary Programme of Work and Budget for consideration by the Programme and Finance Committees, other appropriate organs of the Organization, and the Council; and
  - (ii) in the light of the observations by the aforementioned Committees and organs and by the Council, a draft Programme of Work and Budget for submission to the Conference;
- (h) prepare and submit the accounts of the Organisation;
- (i) prepare a report on the state of food and agriculture for submission to the regular session of the Conference as provided in Rule II.2 (c) (i);
- (j) request and receive payments of contributions of Member Nations and Associate Members and report thereon;
- (k) conduct the relations of the Organisation with other international organisations, and provide liaison with intergovernmental commodity bodies and with United Nations agencies;
- (l) perform such other duties as are provided for in these Rules and the Financial Regulations, or any other rules and regulations from time to time in force.