

**11th SESSION OF THE SUBCOMMITTEE  
ON PROGRAM, BUDGET, AND ADMINISTRATION  
OF THE EXECUTIVE COMMITTEE**

*Washington, D.C., USA, 22-24 March 2017*

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*Provisional Agenda Item 5.1*

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**PROCESS FOR THE ELECTION OF THE DIRECTOR  
OF THE PAN AMERICAN SANITARY BUREAU  
AND NOMINATION OF THE REGIONAL DIRECTOR  
OF THE WORLD HEALTH ORGANIZATION FOR THE AMERICAS**

1. Article 4, paragraph E, of the Constitution of the Pan American Health Organization (PAHO) provides that: "The Conference shall elect the Director of the Bureau in accordance with Article 21, paragraph A, of the Constitution."<sup>1</sup> Article 21, paragraph A, prescribes that: "The Bureau shall have a Director elected at the Conference by the vote of a majority of the Governments of the Organization. The Director shall hold office for a period of five years, and may not be reelected more than once..."
2. In accordance with the above constitutional provisions, the 28th Pan American Sanitary Conference (2012) elected the current Director of the Pan American Sanitary Bureau (the Bureau or PASB) to serve a five year term of office beginning on 1 February 2013 and ending on 31 January 2018.<sup>2</sup> In light of the upcoming conclusion of this term, it is incumbent upon the 29th Pan American Sanitary Conference in 2017 to elect a Director of PASB for a period of five years, to begin on 1 February 2018 and end on 31 January 2023.
3. The nomination procedure for the Director of PASB is described in Article II of the Rules Governing the Election Process for the Position of Director of the Pan American Sanitary Bureau,<sup>3</sup> (attached as Annex A):

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<sup>1</sup> Constitution of the Pan American Health Organization, adopted in 1947, last amended in 1999.

<sup>2</sup> Election of the Director of the Pan American Sanitary Bureau and Nomination of the Regional Director of the World Health Organization for the Americas, 28th Pan American Sanitary Conference, Resolution CSP28.R7 (2012).

<sup>3</sup> Rules Governing the Election Process for the Position of Director of the Pan American Sanitary Bureau, adopted by the Directing Council, Resolution CD47.R4 (2006).

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“Article II: Presentation of Nominations

2.1 The process for electing the Director shall begin at least six months prior to the date fixed for the opening session of the Pan American Sanitary Conference (the Conference) or by 1 March, which ever comes first, with a notification from the President of the Executive Committee to the Member States, Participating States, and Associate Members inviting nominations for the post of Director to be submitted to the President of the Executive Committee. Such notification shall include a copy of these Rules.

2.2 Following the Nomination Guidelines in Article I [of the Rules Governing the Election Process for the Position of Director of the Pan American Sanitary Bureau], each Member State, Participating State, or Associate Member may submit the name of only one national from a country within the Region as a candidate for the post of Director, in a sealed, confidential envelope addressed to the President of the Executive Committee, c/o Legal Counsel, Pan American Health Organization, Washington, D.C., at least four months prior to the opening session of the Conference or by 1 May , which ever comes first, after which time the nomination period shall be closed. Nominations should include a curriculum vitae of the proposed candidate.

2.3 All nominations received shall be compiled by the Bureau, translated into the four official languages of the Organization, and forwarded by the President of the Executive Committee to the Member States, Participating States, and Associate Members at least three months prior to the opening session of the Conference or by 1 June, which ever comes first.”

4. In accordance with the above Rules and given that the 29th Pan American Conference is scheduled to commence on 25 September 2017, the election process for the post of Director of PASB for the 2018-2023 term formally began on 1 March 2017 with a notification from the President of the Executive Committee inviting the Member States, Participating States and Associate Members of PAHO to submit nominations for the position of Director by no later than 1 May 2017, at which time the nomination period will be closed.

5. Thereafter PASB shall compile all nominations received and translate them into the four official languages of the Organization. The President of the Executive Committee shall forward this information to the Member States, Participating States and Associate Members by 1 June 2017.

6. Article III of the Rules Governing the Election Process for the Position of Director of the Pan American Sanitary Bureau further provides for the establishment of a Candidates' Forum, as follows:

“Article III: Candidates' Forum

3.1 The President of the Executive Committee shall invite nominated candidates to make a presentation to all Member States, Participating States, and Associate Members wishing to attend a Candidates' Forum to be held on the margins of the Executive Committee session preceding the session of the Conference.

3.2 Information regarding the time, date, and logistics of the Candidates' Forum shall be sent by the President of the Executive Committee to the nominated candidates and to all Member States, Participating States, and Associate Members immediately after the closure of the presentation of candidatures as specified in Article 2.3 above.

3.3 Nominated candidates shall be responsible for all expenses related to their participation in the Candidates' Forum.

3.4 Members States, Participating States, and Associate Members shall be responsible for all expenses related to their participation in the Candidates' Forum.

3.5 Wherever possible, modern technology will be utilized to facilitate the widest possible participation of all of the Organization's membership, including video conferencing. Verbatim transcripts of the presentations and discussions at the Candidates' Forum will also be made available.

3.6 The order of the presentations to be made by the candidates shall be determined by lot, and candidates will be called one at a time. Candidates shall be allowed no more than 30 minutes to make an oral presentation and one hour for questions and answers from Member States, Participating States, and Associate Members in attendance. The oral presentation shall include the candidate's platform outlining their vision, proposed policy priorities, and financial and programmatic direction for the Organization. The time limit should be strictly adhered to.”

7. In accordance with the above Rules, the President of the Executive Committee shall convene the Candidates' Forum to be held on the margins of the 160th Session of the Executive Committee of PAHO that will take place in Washington, D.C. from 26 to

30 June 2017. The Candidates' Forum will be held on 30 June 2017. Additional information regarding the time and logistics for the Candidates' Forum shall be sent by the President of the Executive Committee to nominated candidates, Member States, Participating States and Associate Members.

8. The Candidates' Forum will be conducted in accordance with the Rules Governing the Candidates' Forum (attached as Annex B).<sup>4</sup>

9. The election of the Director of the PASB shall take place in conformity with Article 21, paragraph A, of the Constitution of PAHO, at the 29th Pan American Sanitary Conference, scheduled to take place in Washington, D.C., from 25-29 September 2017. The Conference shall elect the Director of the PASB by secret ballot in accordance with the Rules of Procedure of the Pan American Sanitary Conference<sup>5</sup> from among the candidates nominated according to the Rules Governing the Election Process for the Position of Director of the Pan American Sanitary Bureau.

10. In accordance with Rule 57 of its Rules of Procedure, the Conference, acting as Regional Committee of the World Health Organization, will submit the name of the person elected as Director of the PASB to the Executive Board of the WHO for appointment as Regional Director.

#### **Action by the Subcommittee on Program, Budget, and Administration**

11. The Subcommittee is requested to take note of this report on the process for the election of the Director of the Pan American Sanitary Bureau.

#### **Annexes**

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<sup>4</sup> "Organization of the Forum of Candidates for the Post of Director of the Pan American Sanitary Bureau" (SPBA1/8 and SPBA 1/8, Corrigendum [2007]), and Final Report of the First Session of the Subcommittee on Program, Budget, and Administration of the Executive Committee (SPBA1/FR [2007]).

<sup>5</sup> Rules of Procedure of the Pan American Sanitary Conference, last amended by the 27th Pan American Sanitary Conference, Resolution CSP27.R1 (2007).

**RULES GOVERNING THE ELECTION PROCESS FOR THE  
POSITION OF DIRECTOR OF THE PAN AMERICAN SANITARY BUREAU<sup>1</sup>**

**Article I**  
**Nominating Guidelines**

- 1.1 Candidates nominated for the post of Director of the Pan American Sanitary Bureau should have:
- (1) a strong technical and public health background, extensive experience in international health and understanding of the inter-American and United Nations systems;
  - (2) a proven history and evidence of public health leadership, and management skills appropriate for a complex health-related organization;
  - (3) sensitivity to and respect for the cultural, social, political, and economic diversity within and among the countries in the Region;
  - (4) knowledge of the regional health situation and of the wide range of health systems in the Region;
  - (5) a strong commitment to the work of PAHO;
  - (6) good physical condition, as required of all staff members of the Organization; and
  - (7) fluency in one of the official languages and a working knowledge of one of the others.
- 1.2 Candidates should be willing to sign the mandated PAHO and WHO Declaration of Conflict of Interest.

**Article II**  
**Presentation of Nominations**

- 2.1 The process for electing the Director shall begin at least six months prior to the date fixed for the opening session of the Pan American Sanitary Conference (the Conference) or by 1 March, which ever comes first, with a notification from the President of the Executive Committee to the Member States, Participating States, and Associate Members inviting nominations for the post of Director to be submitted to the President of the Executive Committee. Such notification shall include a copy of these Rules.

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<sup>1</sup> Rules Governing the Election Process for the Position of Director of the Pan American Sanitary Bureau, adopted by the Directing Council, Resolution CD47.R4 (2006).

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- 2.2 Following the Nominating Guidelines in Article I above, each Member State, Participating State, or Associate Member may submit the name of only one national from a country within the Region as a candidate for the post of Director, in a sealed, confidential envelope addressed to the President of the Executive Committee, c/o Legal Counsel, Pan American Health Organization, Washington, D.C., at least four months prior to the opening session of the Conference or by 1 May, whichever comes first, after which time the nomination period shall be closed. Nominations should include a curriculum vitae of the proposed candidate.
- 2.3 All nominations received shall be compiled by the Bureau, translated into the four official languages of the Organization, and forwarded by the President of the Executive Committee to the Member States, Participating States, and Associate Members at least three months prior to the opening session of the Conference or by 1 June, whichever comes first.

### Article III Candidates' Forum

- 3.1 The President of the Executive Committee shall invite nominated candidates to make a presentation to all Member States, Participating States, and Associate Members wishing to attend a Candidates' Forum to be held on the margins of the Executive Committee session preceding the session of the Conference.
- 3.2 Information regarding the time, date, and logistics of the Candidates' Forum shall be sent by the President of the Executive Committee to the nominated candidates and to all Member States, Participating States, and Associate Members immediately after the closure of the presentation of candidatures as specified in Article 2.3 above.
- 3.3 Nominated candidates shall be responsible for all expenses related to their participation in the Candidates' Forum.
- 3.4 Member States, Participating States, and Associate Members shall be responsible for all expenses related to their participation in the Candidates' Forum.
- 3.5 Wherever possible, modern technology will be utilized to facilitate the widest possible participation of all of the Organization's membership, including video conferencing. Verbatim transcripts of the presentations and discussions at the Candidates' Forum will also be made available.
- 3.6 The order of the presentations to be made by the candidates shall be determined by lot, and candidates will be called one at a time. Candidates shall be allowed no more than 30 minutes to make an oral presentation and one hour for questions and answers from Member States, Participating States, and Associate Members in attendance. The oral presentation shall include the candidates' platform outlining

their vision, proposed policy priorities, and financial and programmatic direction for the Organization. The time limit should be strictly adhered to.

Article IV  
Candidates Who Are PAHO or WHO Staff Members

- 4.1 For the purposes of these Rules, a Director seeking reelection, staff members of PAHO or WHO, and any other person in an employment relationship with the Organization who has been nominated for the post of Director shall be considered as “internal candidates.”
- 4.2 In conformity with the international character of their functions, no internal candidate may make direct or indirect use of their positions to further their candidacies, and shall not use the resources of the Organization for campaign purposes.
- 4.3 In pursuing their candidacy, no internal candidate shall communicate restricted, confidential, or otherwise privileged information to anyone or use that information to their private advantage.
- 4.4 In consideration of Staff Regulation 1.8, Internal Candidates for the post of Director shall either resign or take leave from the Organization, as applicable, once the nominations are forwarded by the President of the Executive Committee to Member States, Participating States, and Associated Members pursuant to Article 2.3 of these Rules. The period of leave shall last until the election or until such time as the staff member withdraws his or her candidacy. In the case of leave, the staff member shall first be placed on annual leave until such leave has been exhausted and then, as necessary, on leave with pay. During such time, the staff member shall not represent the Organization in any manner whatsoever. Except for the Director, Deputy Director and Assistant Director, a staff member whose candidacy was not successful, and who opted to take leave shall have the right to return to the position that he or she occupied previously in the Organization or, at the discretion of the Organization, to another position at a level equal to the grade held previously to taking such leave.
- 4.5 The foregoing Section 4.4 shall not apply to the Director in office. Nonetheless, the Director shall strictly conform to the requirements of Sections 4.2 and 4.3 of these Rules, for the entire period preceding the election.
- 4.6 For the purpose of conserving the independence and impartiality inherent in the international character of their function, and to assure that a level playing field is maintained in the election of the Director, staff members of PAHO or WHO and any other person in an employment relationship with the Organization, shall not engage in campaign activities for or otherwise support any candidate for the position of Director.

- 4.7 Failure to observe the provisions established in this Article constitutes serious misconduct and shall result in disciplinary action, which may include summary dismissal, under the applicable Staff Rules and Regulations, or breach of contract and grounds for termination, as applicable.
- 4.8 In the case of internal candidates who are staff members of WHO, the President of the Executive Committee shall request the Director-General of WHO to consider the application of Article IV of these Rules to such candidates.

Article V  
Election

- 5.1 The Conference shall elect the Director by secret ballot from among the nominated candidates, in conformity with Article 21, paragraph A, of the Constitution and the Rules of Procedure of the Conference.

Article VI  
Post Election Measures

- 6.1 Delegates from Member States, Participating States, or Associate Members participating in the election may not be employed or contracted by the Organization for a period of one year thereafter.
- 6.2 In the case of Delegates from Member States, Participating States, or Associate Members participating in the election that are appointed as Temporary Advisers, the Secretariat shall present the President of the Executive Committee with an information paper listing all such appointments every three months for a period of one year after the election of the Director.
- 6.3 In order for the Executive Committee to be apprised of funding authorizations from the Country Variable Allocation and the Regional Director's Development Fund, a report on such activities shall be prepared by the Secretariat, reviewed by the Director of Administration, and sent to the President of the Executive Committee every three months for a period of six months prior to and a period of one year after the election of the Director.



**RULES GOVERNING THE CANDIDATES' FORUM FOR THE POSITION OF  
DIRECTOR OF THE PAN AMERICAN SANITARY BUREAU<sup>1</sup>**

In accordance with Article III of the Rules Governing the Election Process for the Position of Director of the Pan American Sanitary Bureau:

- Candidates nominated pursuant to the referenced Rules shall be invited to make a presentation to all Member States, Participating States, and Associate Members wishing to attend a Candidates' Forum to be held on the margins of the Executive Committee session preceding the session of the Conference.
- Information regarding the time, date, and logistics of the Candidates' Forum shall be sent by the President of the Executive Committee to the nominated candidates and to the Member States, Participating States, and Associate Members immediately after the closure of the presentation of candidatures as specified in those Rules.
- Nominated candidates shall be responsible for all expenses related to their participation in the Candidates' Forum.
- Member States, Participating States, and Associate Members shall be responsible for all expenses related to their participation in the Candidates' Forum.
- In order to facilitate the widest possible participation of all of the Organization's membership, Representatives from Member States, Participating States, and Associate Members may attend the Forum via a virtual session using PAHO's Web conferencing service, a web-based interactive virtual meeting application allowing voice, instant messaging, and document sharing.
- The virtual session will be conducted in two virtual meeting "rooms" (English and Spanish). Representatives will log on to the corresponding language-specific virtual meeting room as instructed by the Secretariat.
- Simultaneous interpretation will be provided.
- Verbatim transcripts of the presentations and discussions at the Candidates Forum will be sent to each Member State, Participating State and Associate Member whether or not they participated in the Forum.

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<sup>1</sup> "Organization of the Forum of Candidates for the Post of Director of the Pan American Sanitary Bureau" (SPBA1/8 and SPBA 1/8, Corrigendum [2007]), and Final Report of the First Session of the Subcommittee on Program, Budget, and Administration of the Executive Committee (SPBA1/FR [2007]).

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***Format of the Forum***

1. The Candidates Forum shall be conducted by the President of the Executive Committee in accordance with the Rules Governing the Forum of Candidates Nominated for the Position of Director of the Pan American Sanitary Bureau, with assistance from the Secretariat.
2. The Candidates' Forum shall be closed to the public.
3. Candidates shall be allowed no more than 30 minutes to make an oral presentation and one hour for questions and answers from Member States, Participating States, and Associate Members in attendance. The time limit should be strictly adhered to.
4. The order of the presentations to be made by the candidates shall be determined by lot, and candidates will be called one at a time.
5. The oral presentation shall include the candidate's platform outlining their vision, proposed policy priorities, and financial and programmatic direction for the Organization.
6. At the beginning of each candidate's oral presentation, one representative of each Member State, Participating State, and Associate Member participating in the Forum will receive a piece of paper from the Secretariat on which, at any time during the oral presentation, he/she may write a single question. This implies that a representative should not divide the question into different parts such that there is, in effect, more than one question. If the President receives a paper with a question divided into parts in a way that substantively constitutes more than one question, he/she may exercise his/her discretion to ask only one part of the question.
7. Representatives should write the names of their countries clearly on the piece of paper upon which they have written a question.
8. The President of the Executive Committee will ask those representatives who write a question to keep the paper with their question until the end of each candidate's oral presentation, at which time these papers will be collected by the Secretariat.
9. Member States, Participating States, and Associate Member participating using PAHO's Web Conference Services virtual technology *Elluminate* should submit their questions to the President using the *Elluminate* chat area, addressing them to the virtual session "Moderator". Each question will be printed by the Moderator, identified by country, and given to the Secretariat to be included with the other questions submitted by the representatives present in the room.\*

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\* These steps are subject to adjustments dependent on the virtual technology used at the time of the Forum.

10. The President will count all the questions submitted so that everyone—including the candidates— know how many questions might be asked and thus have the option of shortening their responses in order to answer more questions.
11. The questions will then be put into a bag and the President will draw one at a time, and read out loud.
12. Each candidate will have a maximum of 3 minutes to respond to each question.
13. The one-hour period for the question and answer session will commence as the President begins to read the first question.
14. If the President draws a question which seems similar to one already posed to the same candidate, he/she will ask the representative who originated this question if he/she agrees not to ask that question.
15. The President will ask as many questions as possible within the hour allotted for the question-and-answer session. If there are not enough questions to fill the one hour allowed, the President may solicit additional questions from the representatives of the Member States, Participating States, and Associate Members attending following the same procedure that was used for the initial round of questions until the hour has been exhausted.
16. In order to ensure fair treatment of all candidates, when the time allowed for the presentations and the questions is exhausted, the President shall be strict, but will allow the speaker to finish his or her sentence.

***Lighting System for the Oral Presentation and the Question-and-Answer Session***

17. A lighting system will keep track of the oral presentation and the question-and answer session.
18. For the oral presentation the light will be green during the first 25 minutes. When 5 minutes remain, the light will turn orange. At the end of 30 minutes, the light will become red. At that time the President shall ask the speaker to finish his or her presentation.
19. For the question and answer session, the light will be green during the first 55 minutes of the session. When the 5 minutes remain in the session, the light will turn orange. When the hour allotted for the question and answer session is over, the light will turn red.
20. Each candidate will be allowed 3 minutes to respond each question. The light will be green for the entire 3 minutes allowed for the candidate's response. It will turn red when the 3 minutes are up.

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