



PAN AMERICAN HEALTH ORGANIZATION
WORLD HEALTH ORGANIZATION



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REPORT OF THE WORKING GROUP ON STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO

The Director is pleased to transmit to the Executive Committee the Report of the Working Group on Streamlining the Governance Mechanisms of PAHO.

**CHAIRMAN'S REPORT TO THE 138th SESSION OF THE EXECUTIVE
COMMITTEE ON THE WORKING GROUP MEETINGS ON
STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO**

5 and 6 December 2005,
23 and 24 March 2006, and virtual meeting 19 May 2006

1. In response to Decision CE137(D5) of the Executive Committee of the Pan American Health Organization (PAHO), an open-ended Working Group on Streamlining the Governance Mechanisms of PAHO was established. The two meetings and one virtual meeting of this group were held on 5-6 December 2005, 23-24 March, 2006 and 19 May, 2006 respectively attended by delegates from Argentina, Barbados, Brazil, Canada, Costa Rica, Cuba, Mexico, and the United States of America, with Canada as its Chairman, and Grenada at the second meeting. The notes of the First and Second Meetings are contained in Document CE138/5, Add. I.¹

Terms of Reference and Methodology

2. The Working Group first agreed on its Terms of Reference (see Document CE138/5, Add. I), followed by agreement on the agenda, methodology, and timetable to be adopted for 2006. It was also agreed that all working documents and comments from the Members States would be placed on the Organization's special web site in the original language and a translation would follow.

3. Additionally, it was agreed that as part of its final package, the Working Group would prepare a draft resolution which would concisely outline its recommendations to facilitate the Executive Committee's work. Any ensuing draft resolutions would be placed on the Organization's web site. Member States were urged to submit their specific positions and/or suggestions which would be posted on the web site.

4. This report outlines the results of the Working Group's deliberations and decisions. It also refers to a few specific issues requiring the further attention of the Executive Committee. These are outlined in the conclusions of this report.

¹ Document CE/WGG1/3

Reform and Simplification of the Subcommittee on Planning and Programming (SPP)

5. With regard to the Subcommittee on Planning and Programming, the Group agreed that over the past few years, the Subcommittee had addressed a wide range of activities including an analysis of substantive health topics to the refinement of resolutions, discussion on procedures and planning issues, and analysis of the budgetary processes. There was a consensus that the functions of the Subcommittee require reformulation along the lines of a newly constituted Program, Budget, and Administration Committee of WHO.

6. It was recommended that the Subcommittee cease to act as the first review body for *all* the technical health issues to be discussed by the Governing Bodies, in order to concentrate more on the programmatic and results-based aspects of the budget, and the evaluation of budget implementation.

Revised Terms of Reference for the Subcommittee on Planning and Programming

7. The proposed resolution regarding the Terms of Reference of the new Subcommittee on Program, Budget, and Administration (SPBA) contained in the Annex.

8. In terms of the composition of the Subcommittee, agreement was reached that it should remain at seven members - four elected by the Executive Committee from among its membership, and three designated by the Director in consultation with the President of the Executive Committee. However, further discussion is required during the Executive Committee as to how to ensure an adequate and fair geographic representation on the proposed Subcommittee on Program, Budget, and Administration (SPBA).

Reform and Simplification of the Subcommittee on Women, Health, and Development

9. The working group also examined the role, functions, composition, membership, and frequency of meetings of the Subcommittee on Women, Health, and Development. While applauding the work already accomplished on gender and health by this Subcommittee, and being cognizant of the rapidly changing environments and emerging priorities/health issues, the Working Group recommended that the Subcommittee be dissolved.

10. At the same time, the Group felt that the technical aspects of women's health might be included in the overall report to the Executive Committee and in addition suggested that an Advisory Group that reports to the Director, as required, be constituted to ensure that women's health issues remain an important policy and programmatic focus

for the Organization. The Director would in turn inform the Executive Committee whenever requested to do so. The Proposed Terms of Reference for the Advisory Group are contained in Document CE138/5, Add. I.²

Review of the Standing Committee on Nongovernmental Organizations

11. Having studied a number of relevant documents pertaining to PAHO's relations with NGOs since 2000, the Group agreed that despite some refinements that had been introduced in recent years for the admittance into official relations of international and national nongovernmental organizations, there was room for streamlining and improving the functions of this Standing Committee.

12. There was a consensus that the functions of reviewing NGOs in official relations with PAHO of the Standing Committee should be undertaken in greater depth by the new Subcommittee on Program, Budget, and Administration (SPBA), to replace the rather informal session during the Executive Committee. As such, the SPBA would undertake the task of strengthening PAHO's relations with NGOs while evaluating their applications and previous contributions to the Organization's program priorities. This change would be consistent with PAHO's results-based approach to programming.

13. The Group also recommended that a study be undertaken on how PAHO has related to NGOs and civil society in recent years, in order to consider new approaches that would strengthen the programming results of its official relations with NGOs, and in turn better articulate their interaction with the Governing Bodies. Such a study would present an overview of the mechanisms of cooperation and lessons learned to the new Subcommittee and the Governing Bodies, the results of which would be integrated into the overall planning and implementation processes.

Rules of Procedure of the Governing Bodies

14. Issues discussed with respect to the Rules of Procedure of the Governing Bodies of PAHO pertained to: Rule 2 and the notice of convocation; Rule 33 on the duties and responsibilities of the General Committee of the Directing Council; Rule 9 on new requirements for more timely posting of background documents in advance of meetings of the Governing Bodies; Rules 10 and 12 on the role of the General Committee in adjusting the provisional agenda of The Council and circumstances under which these changes can be made; Rule 23 on the role of the Rapporteur and Rule 40 on the timing for the introduction and consideration of resolutions.

² Document CE/WGG2/7, Annex 5

15. An additional amendment to Rule 9 was recommended requiring that all working documents be sent to Member States, Associate Members and Observers six weeks prior to the opening of the session.

16. The Group also recommended that the papers submitted for review by the Governing Bodies be succinct and clearly specify the points that members were being requested to rule on. It further recommended that PAHO's informal 10-page rule should be made a formal rule, and that the document entitled "Guidelines for Writing PAHO Governing Body Documents" be updated and also incorporated into the Rules.

Process of Election of the Director of the Pan American Sanitary Bureau

17. When discussing the Rules of Procedure of the Pan American Sanitary Conference governing the election of the Director, the Working Group noted that Rules 56 and 57 were imprecise in comparison to those of WHO, the Regional Offices of WHO, the Inter-American Development Bank, the Organization of American States, and the Inter-American Institute for Cooperation on Agriculture. Discussion focused on alternative approaches to render the pre- and post- election process of the Director of the Pan American Sanitary Bureau more explicit, transparent, and equitable for internal and external candidates. In the course of the meetings, each delegate sought their Government's final opinion on the various points discussed, and sent their comments to the Chairman for posting on the web site.

18. Specific issues discussed included:

- how to ensure an equal playing field for both external and internal candidates.
- whether a paid or unpaid leave of absence should be granted to all internal candidates for a three- month period prior to the election.
- whether to limit the use of the 5% discretionary funds prior to and after the election.
- aspects of WHO's election procedures, such as the open publication and translation of résumés of all candidates, and establishment of a deadline for the declaration of candidates.
- whether all candidates should be offered an opportunity to attend an "open forum" to table their platform and qualifications for the job, and to receive and answer questions from the floor.
- the pros and cons of a secret or open ballot.

- whether there was a need to also have clearly written job descriptions and a more transparent selection process for the other members of the Executive Management in the Organization (Deputy Director, Assistant Director and Director of Administration).

19. The Working Group reiterated the importance of providing an equitable opportunity for all Member States to have candidates for consideration, ensuring greater regional and cultural diversity.

20. A chart containing the various methodologies of selected international organizations for the election of the Director was subsequently developed and posted on the web site for further analysis and discussion.

Criteria for Nominations

21. The Working Group carefully developed the voluntary criteria that the countries might wish to use as guidelines to base their nominations and pre-screen their own candidates for the Director of the PASB, using the criteria of the Director-General of WHO as the basis of the analysis. The nomination criteria are included in the proposed resolution (Annex 1) and include amongst others, a sound technical knowledge, managerial skills, public health leadership, knowledge of the health systems of the hemisphere, and of its cultural diversity, as well as language capabilities. Member States still have the right to put forth any candidate of their preference.

22. An additional criterion of being willing to sign a PAHO and WHO Declaration of Conflict of Interest was also considered to be of fundamental importance to the Organization. At present, there are two standard conflict of interest forms for PAHO and WHO that currently exist, and which most senior staff and certain categories of staff in the Organization have to sign, including the Director. These can be adapted and used in the nomination process.

23. The need for a post description for the Director was then considered unnecessary, as the above criteria for nominations should prove sufficient. However, it was agreed that job descriptions for the other positions of Executive Management (i.e. Deputy Director, Assistant Deputy Director and Director of Administration) should be refined and placed on the web.

Nominations

24. It was agreed that the nomination process would encompass the following steps:

No later than March 1 (6 months before the PASC)	At least six months prior to the opening of the Pan American Sanitary Conference, the Director of PASB will send to all Member States a call for nominations, together with the criteria for country screening.
No later than May 1 (4 months before the PASC)	The countries will submit the name of only one candidate to the President of the Executive Committee in a confidential sealed envelope at which time the nominations will be closed.
No later than June 1 (3 months before the PASC)	All nominations received by the Secretariat will be translated into the four official languages and dispatched to all Member States at least three months prior to the opening of the Conference.

25. The Group also agreed that a standardized format for the candidates' curriculum vitae should not be developed, but rather that it is the responsibility of the individual candidates and the countries putting forth the nomination to ensure that the proper information be provided within a limited number of pages.

Candidates who are PAHO or WHO Staff Members

26. The objective of the Working Group's deliberations on this issue was to establish a level playing field that would: i) ensure that internal candidates would not use the opportunities that their posts presented, including travel and meetings with ministers to promote their case and ii) would not subsidize their campaigns through work related activities. The IICA model was carefully studied as it seemed to be a good fit with PAHO. In addition, the OAS' Executive Order No. 05-01 on "*the special rules on the involvement of staff members and consultants in the election of the Secretary General and other officials of the OAS by the General Assembly*" was also placed on the Working Group's website for further reference. This document also uses the same wording as the IICA document with regard to prohibitions for internal candidates.³

³ Please refer to pages four and five, paragraphs 2.1 - 2.5 and 3.1 – 3.3 of OAS Executive Order No. 05-01.

Leave of Absence for PAHO or WHO Staff Members

27. The Working Group agreed that internal candidates should be required to temporarily resign or take leave upon submission of the nominations to Member States by the President of the Executive Committee - i.e. 3 months before the opening of the Conference. In case of leave, the staff member shall first be able to take annual leave until the accumulated amount has been exhausted and then on leave without pay pursuant Staff Rule 655. During this time, the staff member cannot represent the Organization and cannot use the resources of the Organization for campaign purposes. 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.

Non-recruitment of Delegates Participating in the Conference where the Election of the Director Takes Place

28. It was agreed that there should be recruitment restrictions for six months after the election. This Rule should be explicit and apply to full-term or short-term posts in any capacity and would apply to the entire delegation of a Member State.

Use of Discretionary Funds

29. The Working Group also established that a freeze on the use of discretionary funds before and after the election should not be instituted, but rather an internal/external oversight mechanism established by the Executive Committee would be developed for use six months prior to, and six months after the election. A freeze was not considered essential in view of the decision to require a leave of absence during the three months prior to the election.

Open Forum

30. There was a firm agreement amongst the Members of the Working Group that an open Forum should be part of the election process, thus enabling all candidates to present their platforms and answer questions, and the countries to make more informed decisions about the respective candidates.

31. In terms of timing, the Working Group agreed that the Forum would be held on the margins of the Executive Committee, rather than the Pan American Sanitary Conference, where it would be both disruptive and time-consuming, and would allow for more lead time for the candidates to campaign and present their positions. All Member

States would be invited to attend, either by sending a special representative or through their permanent representatives in Washington D.C. Nongovernmental Organizations in official relations with PAHO should also be invited to attend and submit questions.

32. The format for the Forum was also determined by the Working Group. Candidates shall be allowed no more than 30 minutes to make an oral presentation and 1 hour for questions and answers. The time limit should be strictly adhered to. Verbatim transcripts of presentations and discussions will be provided.

33. The Group decided that certain specific details on the Forum, such as the number of questions and process to be followed, should be left to the Executive Committee, that may wish to appoint for this purpose an hoc group from among its membership.

Secret vs. Open Ballot

34. The Working Group also determined that the election of the Director of the Pan American Sanitary Bureau should continue to be undertaken by secret ballot according to precedent. An analysis of the pros and cons of the secret vs. open ballot was placed on the Working Group website together with a matrix highlighting the various Organizational practices in this regard. The group noted that nowhere in the WHO or PAHO Constitution is there any requirement for secret voting. However, the Group generally agreed that for functional democracies, the secret ballot is important to protect individual rights to vote for his/her candidate of preference without fear of reprisal.

Proposed amendment to Rule 55 of the Directing Council –Ad Interim Director

35. The Working Group also wished that in the event of a debilitating illness, death, or resignation of the Director, that the election process of the Director ad interim be consistent with the rules currently being drawn up for the election of the Director of PASB. The Group agreed that Rule 55 of the Directing Council should therefore also be amended to conform with Rule 56.

Proposed amendment to Rule 56 of the Pan American Sanitary Conference– Election of the Director

36. Having discussed and agreed upon the procedures for the election of the Director of PASB, the Group agreed that Rule 56 should be amended accordingly.

Conclusions

37. The Working Group was mandated by the Executive Committee to provide direction and reform to the governance procedures of PAHO in time for the next election. If, after hearing the recommendations of this Group, the Executive Committee feels that some of the agreed upon modifications require further adjustment, it may wish to suggest modifications to the proposals at this meeting.

38. The Executive Committee may also wish to appoint an ad hoc group from among its membership to provide follow up to the Group's recommendations on the following:

- (a) A methodology to ensure that the newly struck seven-member Subcommittee on Planning, Budget and Administration (SPBA) have a wider hemispheric and an equitable geographic representation in its composition.
- (b) The details of the procedures for conducting the question and answer period of the open Forum for the candidates (i.e. the numbers of questions and how to transmit those questions, etc.)
- (c) The modalities for the oversight mechanism for the use of discretionary funds for six months prior to and six months after the elections.

Action by the Executive Committee

39. The Executive Committee is invited to consider the resolutions annexed to this document.

Annex

I. The Executive Committee is invited to consider the following resolutions on the reform and simplification of the Subcommittee on Planning and Programming, and the Subcommittee on Women, Health, and Development:

SUBCOMMITTEE ON PLANNING AND PROGRAMMING

THE EXECUTIVE COMMITTEE,

Having considered the recommendations of the Working Group on Streamlining the Governance Mechanisms of PAHO, established by decision CE137(D5), regarding the reform of the Subcommittee on Planning and Programming,

Taking into account the need for the Subcommittee on Planning and Programming to evolve into a mechanism for the review and feedback on: planning and program budget, policy formulation, performance assessment, evaluations, and oversight activities.

RESOLVES:

1. To abolish the Subcommittee on Planning and Programming and establish a new subcommittee called the Subcommittee on Program, Budget and Administration, with the terms of reference, periodicity of meetings and composition, as annexed;
2. That the Subcommittee on Program, Budget and Administration will hold its first session on _____.

Annex

ANNEX

TERMS OF REFERENCE

1. Nature

The Subcommittee on Program, Budget and Administration is an auxiliary advisory body of the Executive Committee with responsibility for aspects of Program Budget, and Administration.

2. Functions

The Subcommittee has the following functions:

2.1 To review and, as appropriate, make recommendations to the Executive Committee on the following:

- changes in the health situation in the Americas and the economic and social factors that affect health conditions and the health sector;
- the policies for the development and delivery of technical cooperation including the process and methodology of planning, programming and budgeting;
- the Strategic Plan for the Work of the Pan American Sanitary Bureau;
- the program budget and performance assessment reports;
- evaluation of programs and initiatives that strengthen oversight and ensure follow-up to internal and external plans and reports that have assessed productivity, quality of service, efficiency, and cost-effectiveness, as well as measuring impact, outcome, and success of programs;
- the Interim Financial Report, the Financial Report, and audited financial statements, together with the report of the External Auditor;
- the audit plans and reports of the External and Internal Auditors and any other relevant reports including those submitted by them to the Executive Committee;
- the Secretariat's responses to the matters referred to above;

- other financial and administrative matters on the proposed agenda for the next session of the Executive Committee;
- governance issues affecting staff regulations, rules, and tracking gender equity of professionals within the Organization;
- the process of admittance and assessment of NGOs in official relations with PAHO undertaken annually, and
- any other technical or administrative matters assigned to it by the Executive Committee.

3. Membership and attendance

3.1 Members

The Subcommittee shall consist of seven Members: four to be elected by the Executive Committee for terms of office running concurrently with those of their membership on the Executive Committee, and three to be named prior to each session of the Subcommittee by the Director.⁴

The names of delegates and alternates shall be communicated to the Director of PASB no less than 15 days before the opening of the session.

The expenses of delegates to sessions of the Subcommittee shall be paid by PAHO in accordance with the rules and regulations governing such expenses. The expenses of alternates shall be paid by the Member State concerned.

3.2 Observers

Member States not represented on the Subcommittee and invited institutions may, at their own expense, send observers, who may participate in the proceedings of the Subcommittee.

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⁴ Further discussion is needed at the Executive committee on 3.1 of the Terms of Reference to ensure that there is adequate geographical representation.

SUBCOMMITTEE ON WOMEN, HEALTH, AND DEVELOPMENT

THE EXECUTIVE COMMITTEE,

Having considered the recommendations of the Working Group on Streamlining the Governance Mechanisms at PAHO, established by decision CE137(D5), regarding the Subcommittee on Women, Health and Development;

Recognizing that the Subcommittee, in existence since 1981, has played a decisive role in spearheading key policy changes towards the attainment of gender equality in health both within the Organization and in the Region;

Acknowledging that despite considerable progress, deeply entrenched gender inequalities remain in the Region regarding health status, access to health services, and participation in health development and decision- making;

Acknowledging that in order to address the unfinished agenda of gender inequality, protect the Organization's achievements in this area, and face up to its new challenges, a continued and systematic effort by the health sector at all levels is required;

Aware that the Organization has introduced institutional changes towards sustained effectiveness in this area;

Cognizant that the Pan American Health Organization, in consonance with the World Health Organization and other agencies of the United Nations and the Inter-American systems, has recently formulated a Gender Equality Policy, that was adopted by the Directing Council (Resolution CD46.R6);

Noting that the aforementioned gender equality policy applies to all of PAHO's work, including technical cooperation, national policy frameworks, and human resources management; and that the implementation of this policy requires specific resourcing and monitoring in each of these three areas,

RESOLVES:

1. To dissolve the Subcommittee on Women, Health, and Development.
2. Request the Director to ensure that:
 - (a) gender equality issues of policy formulation and monitoring regularly be part of the agenda of the Executive Committee;

- (b) gender equity and sensitivity be mainstreamed in all technical aspects including women's health in the overall public health reports to the Executive Committee through the formation of an advisory group that will also be responsible for guiding the reporting process;
- (c) gender equality be treated as a crosscutting managerial issue in the budgeting discussions of the Subcommittee on Program, Budget and Administration.

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II. The Executive Committee is also invited to consider the following resolution on the process of election of the Director of the Pan American Sanitary Bureau:

**PROCESS FOR THE ELECTION OF THE DIRECTOR OF THE
PANAMERICAN SANITARY BUREAU**

THE EXECUTIVE COMMITTEE

Having considered the consensus report of the Working Group on Streamlining the Governance Mechanisms of PAHO, established by decision CE137(D5),

Acknowledging that the current process for electing the Director of the PASB is defined by the Constitution of PAHO and the Rules of Procedure of the Pan American Sanitary Conference,

Aware of the need for a more formal and transparent process for selecting candidates for the top senior posts of the Organization as stated by the Working Group of PAHO in the 21st Century,

Acknowledging that steps to render the pre- and post-election process of the PAHO Regional Director be more explicit and equitable for internal and external candidates,

RESOLVES:

To recommend to the 47th Directing Council the following resolution:
THE 47TH DIRECTING COUNCIL

Having considered the recommendations contained in document CD47/.....:

RESOLVES:

1. To approve the following Rules Governing the Election Process for the Position of Director of the Pan American Sanitary Bureau:

**RULES GOVERNING THE ELECTION PROCESS FOR THE
POSITION OF DIRECTOR OF THE PAN AMERICAN SANITARY BUREAU,
APPROVED BY THE DIRECTING COUNCIL OF PAHO**

Article I
Nominating Criteria

- 1.1 Candidates nominated for the post of Director of the Pan American Sanitary Bureau (Director) should have:
 - (1) strong technical and public health background, extensive experience in international health and understanding of the Inter-American and United Nations systems.
 - (2) 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.
 - (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 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 than March 1st, which ever comes first, with a notification from the incumbent Director 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 Nominating Criteria in Article I above, each Member State, Participating State or Associate Member may submit the name of one of its nationals 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 May 1st, which ever comes first, after which time the nomination period shall be closed. Nominations should include a Curriculum Vitae of the proposed candidate prepared in accordance with the Guidelines attached hereto as Annex I.
- 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 June 1st, which ever comes first.

Article III Candidate's 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 Candidate's Forum to be held on the margins of the Executive Committee session immediately proceeding the session of the Conference.
- 3.2 Information regarding the time, date and logistics of the Candidate's 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 candidatures as specified in Article 2.3 above.
- 3.3 Nominated candidates shall be responsible for all expenses related to their participation in the Candidate's Forum.

- 3.4 Members States, Participating States and Associate Members shall be responsible for all expenses related to their participation in the Candidate's 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 Candidate's 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 1 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.

Article IV

Candidates who are PAHO or WHO Staff Members

- 4.1 For the purposes of these Rules, a Director seeking re-election, 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
- 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 States 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 without pay pursuant Staff Rule 655. During such time, the staff member shall not represent the Organization in any

manner whatsoever and shall not use the resources of the Organization for campaign purposes. 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 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 to 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.

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 six-month period thereafter.

6.2 *The use of the Organization's discretionary funds six months before and six months after the election shall be subject to an oversight mechanism established by Executive Committee.*

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2. To replace the existing Rules 55 and 56 of its Rules of Procedure with the following texts:

Rule 55

“The Council shall elect an ad interim Director by secret ballot, when required, in conformity with Article 21, paragraph A, of the Constitution, Rule 56 of the Rules of Procedure of the Conference and the Rules Governing the Election Process for the Post of Director, as approved by the Directing Council. However, should there be insufficient time prior to the date fixed for the opening session of the Council to permit full compliance with the timeframes outlined in the election process, the President of the Executive Committee shall adjust such timeframes and inform the Members and Associate Members accordingly.”

Rule 56

“The Conference shall elect the Director by secret ballot, in conformity with Article 21, paragraph A, of the Constitution and the Rules Governing the Election Process for the Post of Director, as approved by the Directing Council. The election process shall begin at least six months prior to the date fixed for the opening session of the Conference or by March 1st, which ever comes first, with a notification from the incumbent Director to the Members 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 the Rules Governing the Election Process for the Post of Director.

Each Member and Associate Member may submit the name of one of their

nationals as a candidate for the post of Director in accordance with the referenced Rules Governing the Election Process for the Post of Director. The nomination will be sent 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 May 1st, which ever comes first, after which time the nomination period shall be closed. 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 Members and Associate Members at least three months prior to the opening session of the Conference or by June 1st, which ever comes first.

In accordance with the Rules Governing the Election Process for the Post of Director, the President of the Executive Committee shall invite nominated candidates to make a presentation to all Members and Associate Members wishing to attend a Candidate's Forum to be held on the margins of the Executive Committee session preceding the session of the Conference.

The Conference shall elect the Director from among the candidates nominated by the Members and Associate Members in accordance with the Rules Governing the Election Process for the Post of Director. If in the first two ballots no person receives the majority required, two further ballots restricted to the two candidates receiving the largest number of votes in the second of the unrestricted ballots shall then be taken. If no candidate receives the majority required, two unrestricted and two restricted ballots shall be taken alternatively until a candidate is elected.”

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III. The Executive Committee is further invited to consider the following resolution:

**IMPROVEMENT OF THE RULES OF PROCEDURE OF THE DIRECTING
COUNCIL**

THE EXECUTIVE COMMITTEE,

Having considered the recommendations reached by consensus of the Working Group on Streamlining the Governance Mechanisms of PAHO, established by decision CE137(D5), regarding the improvement of the Rules of Procedure of the Directing Council,

Acknowledging the need to provide Member States and the Director more time to read, revise and present resolutions, while taking into consideration discussions before and during the meetings of the Governing Bodies,

Acknowledging the need to provide Member States with more succinct, precise and timely documents,

RESOLVES:

To recommend to the 47th Directing Council the adoption of the following resolution:

THE 47TH DIRECTING COUNCIL

Having considered the recommendations contained in document CD47/....:

RESOLVES:

To amend its Rules of Procedure to read as follows:

Rule 2

Notices of convocation together with the provisional agenda shall be sent to all Members, Associate Members, and Observer States not less than 60 days before the date fixed for the opening of a session, except in extraordinary circumstances

Rule 33

The General Committee shall:

- (a) decide the time and place of all meetings;
- (b) determine the order of the day of each meeting;
- (c) recommend action to be taken regarding any proposed agenda item submitted after the provisional agenda has been dispatched pursuant Rule 2, and prior to the adoption of the agenda pursuant Rule 10;
- (d) propose the deferment of any agenda item to a future Council session;
- (e) fix the date of the adjournment;
- (f) otherwise facilitate the orderly dispatch of the business of the Council.

Rule 9

All working documents relating thereto shall be sent to the Members, Associate Members, and Observer States at least 6 weeks prior to the opening of the session.

Rule 10

The Council shall adopt its own agenda and, in so doing, may make such additions or modifications to the provisional agenda as it may wish, in accordance with these Rules and as recommended by the General Committee.

Rule 12

Except in extraordinary circumstances, a proposal for inclusion of an item in the provisional agenda or agenda shall be accompanied by a working document prepared by the proposer, to serve as a basis for discussion.

Rule 23

The Rapporteur shall be responsible for presenting and drafting, as necessary, proposed resolutions in light of the deliberations of the Council.

Rule 40

Members and Associate Members may propose, and the Secretary ex officio may recommend, resolutions, amendments, and motions.

Resolutions shall be introduced in writing and shall be handed to the Secretary ex officio, who shall circulate copies to the delegates within 12 hours. Amendments which introduce significant changes in a resolution shall also be submitted in writing. No resolution or significant amendment shall be discussed or put to the vote unless copies of it have been circulated to all delegates at least 24 hours prior to its discussion. Under special circumstances, the President may permit the discussion and consideration of such resolutions or amendments even though they have not been circulated previously.

Proposals shall be voted on in the order in which they are presented except when the Council decides to the contrary. Parts of a proposal or an amendment shall be voted on separately if any delegate so requests.