



PAN AMERICAN HEALTH ORGANIZATION
WORLD HEALTH ORGANIZATION



138th SESSION OF THE EXECUTIVE COMMITTEE

Washington, D.C., USA, 19-23 June 2006

Provisional Agenda Item 3.1

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

This document contains the Summary Notes on the First and Second meetings of the Working Group on Streamlining the Governance Mechanisms of PAHO.



PAN AMERICAN HEALTH ORGANIZATION
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WORKING GROUP OF THE EXECUTIVE COMMITTEE ON STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO

First Meeting

Washington D.C., USA, 5-6 December 2005

CE138/5, Add. I (Eng.)

CE/WGG1/3
16 December 2005

NOTES ON THE FIRST MEETING OF THE WORKING GROUP ON STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO* 5-6 December 2005

Agenda

The agenda as contained in Document CE/WGG1/1 was adopted.

Terms of Reference

The following Terms of Reference contained in Document CE/WGG1/3 were adopted, with the inclusion of a supplementary item on Review of the Standing Committee on Nongovernmental Organizations:

- (1) To prepare recommendations on:
 - (a) the reform and simplification of the Subcommittee on Planning and programming (SPP), and the Subcommittee on Women, Health, and Development.
 - (b) review of the Standing Committee on Nongovernmental Organizations
 - (c) the process of election of the Director of the Pan American Sanitary Bureau, and
 - (d) the improvement of the rules of procedure of the Governing Bodies.

* These Notes should be read in conjunction with the Summary Records of the First Meeting of the Working Group on Streamlining of the Mechanisms of Governance of PAHO.

- (2) To report on its work to the 40th session of the Subcommittee on Planning and Programming, and present its recommendations to the 138th session of the Executive Committee.

Methodology and Timetable

The Working Group agreed that during its First Meeting they would try to come to a consensus on those items that were identified as fundamental, i.e. the subcommittees and the mechanisms for the election of the Director of the Pan American Sanitary Bureau (PASB).

The Chairman would then circulate to participants of the First Meeting, for their review, draft Terms of Reference for the new Subcommittee on Program, Budget and Administration; a draft resolution on the evolution of the Subcommittee on Women, Health, and Development; and a proposed process for the election of the Director of the PASB.

After the documentation mentioned above is reviewed by the participants of the First Meeting, the Chair will transmit it to all Member States to elicit their comments. Comments received from Member States will be posted on the Working Group's web site in the original language; the other languages will be posted as soon as translations become available.

Submissions by Member States will be reviewed by the Chair, and a compilation of the submissions will be made, posted on the web site, and distributed to all Member States to solicit their views.

A progress report will be presented to the 40th Session of the Subcommittee on Planning and Programming (SPP) to be held from 20 to 22 March 2006, in Washington, D.C.

The Working Group will hold its Second Meeting on 23 and 24 March 2006, in Washington, D.C.

According to the progress achieved, the Working Group will consider holding a meeting in Geneva on the margins of the World Health Assembly, on 27 and 28 May 2006.

As requested by the Executive Committee (Decision CE137(D5)), the Working Group will present its recommendations to the 138th Session of the Executive Committee in June 2006. A draft resolution will also be presented to CE138 for its consideration.

Constitutional/Procedural Issues

The Legal Counsel of PAHO was asked by the Chairman to guide the Working Group on each of the relevant items on the agenda.

Reform and Simplification of the Subcommittee on Planning and Programming

The review of the SPP focused on: (a) transforming the Subcommittee into the organ of the Executive Committee which will be empowered to review and make recommendations to the Executive Committee on matters of program, budget, and administration; (b) preparing new terms of reference; (c) reviewing its composition; and (d) looking into the frequency and timing of the meetings.

The Working Group recommended that the SPP should be renamed “Subcommittee on Program, Budget and Administration.”

The following Terms of Reference for the Subcommittee were proposed:

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:

- the Strategic Plan for the Work of the PASB
- the program budget and performance and assessment reports
- evaluation of programs and initiatives
- the Interim Financial Report, the Financial Report, and audited financial statements, together with the report of the External Auditor.
- the audit plans of the External and Internal Auditors and any reports submitted by them to the Executive Committee
- the Reports of the Joint Inspection Unit

- 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, and
- any other matter assigned to it by the Executive Committee.

Reform and Simplification of the Subcommittee on Women, Health, and Development (WHD)

The Working Group, while strongly supporting the issue of women's health and while acknowledging the level of success the Subcommittee has achieved so far, questioned its current relevance given its 24-year lifespan. The Group agreed that this Subcommittee should be ended, but that the issue of women's health and the work that the Subcommittee was doing continue in some fashion to ensure that there is both representation from different countries and that there is a continuation of the specific substantive area. A proposal was to recast the Subcommittee as a Technical Advisory Group (TAG) to achieve its goals, and to inform regularly (every 2 to 3 years) the Member States and the Governing Bodies on the progress to date.

Process of the Election of the Director of the PASB

Outcome of Discussions of the Working Group:

A job description for the post of Director needs to be prepared.

Criteria for selection of the Director is to be established (Bill Kean will provide background from WHO Headquarters and the Regional Office for Africa).

A three-month period preceding the election of paid leave should be given for internal candidates, which includes the incumbent Director if seeking reelection.

Non-recruitment, for employment in the Organization, of Delegates at the Conference where the election of the Director takes place. [Mexico will prepare a detailed proposal]

A three-month freeze preceding the election on official travel of internal candidates should be instituted.

A freeze on the use of "discretionary funds" immediately before or after the election will be instituted (the Secretariat has been requested to provide more information on the discretionary items before the suggestion is endorsed). The Legal Counsel will provide internal delegation-of-authority documents and the contracting manual.

An open forum for candidates to provide their platforms and give the opportunity for countries to pose questions, would take place in the ambit of the Executive Committee in its session preceding the Conference (logistics pending).

The issue of a secret ballot versus an open ballot is pending consultation.

Job descriptions for the Deputy Director, Assistant Director, and Director of Administration are to be prepared, and discussion should take place on the method of recruitment.

Proposals and Recommendations for the Process of Election

At least six months before the date fixed for the opening of a session of the Pan American Sanitary Conference at which a Director is to be elected, the Director shall inform Member States that they may submit candidatures for the post of Director.

Any Member State may propose one or more persons for the post of Director, submitting with the proposal the curriculum vitae or other supporting information for each person. Such proposals should reach the Headquarters of the Organization no later than the cut-off date of three months before the date fixed for the opening of the Conference.

The President of the Executive Committee shall open the proposals received sufficiently in advance of the Conference so as to ensure that all proposals, curricula vitae, and supporting information are translated into all official languages, duplicated, and dispatched to all Member States six weeks before the date fixed for the opening of the Conference.

If there are more than five candidates, the Conference shall decide, by a mechanism to be determined by it, on a short list of candidates. This short list shall be drawn up before the commencement of the Conference.

The following proposal was received, in writing, from Cuba [to be discussed at the Second Meeting of the Working Group]:

“All Member States attending the Conference shall have the opportunity to participate in an initial screening of all candidatures in order to eliminate those candidates not meeting the criteria for serving as Director”.

Rule 56

Existing Rule 56 - The Conference shall elect the Director by secret ballot in conformity with Article 21, paragraph A, of the Constitution. “Before voting is begun Members and Associate Members that wish to do so may nominate any person they deem suitable to

the post, but no official list of candidates shall be drawn up, no eligibility requirements shall be established, and votes may be cast for a person whether nominated or not. 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 be taken. If no candidate receives the majority required, two unrestricted and two restricted ballots shall be taken alternately until a candidate is elected”.

[Note: The Working Group discussed the issue of secret ballot versus open ballot, but did not reach an agreement.]

Amendment to Rule 56 Proposed by Cuba (in writing)

The Conference shall elect the Director by secret ballot in conformity with Article 21, paragraph A, of the Constitution. “For this purpose each Member State shall write on his ballot paper the name of a single candidate chosen from the short list. If no candidate obtains the majority required, the candidate who obtains the least number of votes shall be eliminated at each ballot. If the number of candidates is reduced to two and if there is a tie between these two candidates after three further ballots, the procedure shall be resumed on the basis of the short list originally established at the commencement of the balloting”.

Review of the Rules and Procedures

The Secretariat circulated an information document, highlighting some Rules of Procedure that may need adjustment. There may also be other rules the Working Group may wish to look at.

Rule 33 refers to the role of the General Committee of the Directing Council/Pan American Sanitary Conference. In recent experience, the responsibility of the General Committee, has been limited. The Committee decides the place and time of all of the meetings, determines the order of the day, and sets the time of adjournment. Taking into account the role of the General Committee at the World Health Assembly, perhaps it may be found useful to redefine its role and make the General Committee a working committee.

Rules 7 and 8 relate to how the agenda for a Governing Body session is prepared. The Secretariat wishes to address the period between the sending-out of the proposed agenda and the actual opening of the meeting. During this period oftentimes Member States request additional agenda items, and the Secretariat needs to know precisely how to handle supplementary agenda items.

The role of the Rapporteur. The proposal presented had to do with the procedures to be implemented in the presentation of resolutions, basically the drafting and presentation of resolutions.

The Working Group felt that the three items identified needed further discussion at the next meeting of the Working Group; therefore, it requested the Secretariat to provide additional background material that will enable them to discuss the issues more fully.

Members of the Working Group suggested that another issue to be considered is that of the timing for the posting of background documents that would allow countries a proper period of time to thoroughly read, analyze, and review them. They were also concerned about the length of the documents, which sometimes is unmanageable for the countries to read.

Relationships Between Nongovernmental Organizations and PAHO

The Working Group agreed to analyze the topic of Official Relationship Between Nongovernmental Organizations and PAHO. Nevertheless, due to time constraints, this topic will be considered at its Second Meeting. The Working Group identified the possibility of adding the issue of engagement of civil society, but there was insufficient time and it was beyond its mandate.

Background Documentation

The Working Group requested that the following documentation be made available on the Group's web site before its Second Meeting:

Final Report of the Working Group on PAHO in the 21st Century

Report of the Joint Inspection Unit

Criteria for Selection of the Director-General of WHO

Background documentation on Technical Advisory Groups

Background documentation on voting procedures for election of the Director in various organizations

Matrix of Different Processes for Institutional Change in the PASB

Any written inputs that countries wish to make (Countries are encouraged to send their contributions, which will be posted on the Group's web site for other countries to see their comments.)

Other Matters

The Working Group requested the Secretariat to provide, for consideration at its Second Meeting, information of PAHO's relation to other interministerial bodies, i.e. RIMSA and HEMA.

Annex

Comments on the summary notes from the participants of the first meeting

Comments from Argentina

Regarding the reform and simplification of the Subcommittee on Women, Health, and Development, it was stated that this had been a success, as the Women, Health, and Ethnicity Unit had been created, and most of the issues that the Subcommittee had dealt with had been taken up by the countries. In fact, it was mentioned that many of the Ministries of Health and even the Governments had created organizational units or institutional designs devoted to the issue of women, health, and development.

Regarding the process for electing the Director of PASB, from the statement “*it is necessary to prepare a post description for the position of Director*” it is not clear to me whether this task would be the responsibility of the Working Group or the Secretariat.

It could perhaps be proposed that the ideas emerging from the deliberations of the working group serve as the underpinnings of the proposal to modify the process for electing the Director that will be submitted to the countries for consideration.

Regarding the mention of *discretionary funds*, I recall and consider timely the comment of the Delegate of Cuba, who proposed clarification of what these funds consist of, since all funds should be clearly identified in the Organization’s Program Budget, and there is no reason to have discretionary funds. I think that mentioning these funds is unhealthy for the Organization, since there is no such thing. Otherwise, we will continue to fuel the idea of an organization that makes decisions of a discretionary nature.

Regarding a freeze on travel, there is a need to specify trips financed by the Organization, since if an internal candidate from the Organization were on leave, there would be no conflict of interests if, taking advantage of that leave and using personal or country resources, that candidate traveled to elicit support from a particular government

Concerning an open vs. a closed or secret ballot, it would perhaps be appropriate to mention that it was proposed that the arguments in support of each position be put in writing, so that the countries can know the rationale behind them.

Comments from Cuba

Process of Election of the Director of PAHO

1. At least six months before the date indicated for the opening of the Pan American Sanitary Conference, the current Director of PASB will inform the Member States that they may present candidacies for the position of Director of the PASB.

2. Any Member State may nominate one or more persons for the position of Director, accompanying each proposal with the résumé of the candidate or other relevant documentation.
3. The nominations will be sent three months before the opening of the Pan American Sanitary Conference that will select the new Director.
4. One month and a half before the conference, the Director of PASB will send the Member States the résumés and complementary documentation corresponding to the nominations received.
5. In the event nominations are not received sufficiently in advance to be communicated to the Member States on the first day of the Pan American Sanitary Conference, an alphabetical list of the candidates proposed by the Member States present and eligible to vote will be prepared.
6. All Member States attending the Conference may participate in the Executive Committee's initial pre-selection of all the candidates in order to rule out those considered not to meet the criteria for serving as Director General of PAHO.
7. If there are more than five candidates, a short list will be drawn up and the selected candidates will be interviewed by the plenary session of the Conference, before the session in which the selection is to be made.
8. The interviews will consist in a presentation by the candidates, who will explain how they intend to lead the Organization. They will also answer any questions posed by the Member States.
9. The selection will take place in a session of the Pan American Sanitary Conference through the voting by secret ballot of the Member States eligible to vote.
10. If none of the candidates obtains the necessary majority, in each round the one with the least votes will be eliminated. If the number of candidates is reduced to two and after three rounds there is tie between them, the same procedure will be followed, with the initial short list used at the beginning of the voting.

Comments from the United States of America

On the Subcommittee on Women, Health and Development, the United States also suggested that women's health issues could simply be mainstreamed and treated like any other technical health issue. This might be simpler than establishing a TAG.

On the Rules and Procedures: the United States believes that, to the greatest extent possible, all substantive matters should go through the Executive Committee before going

to the Directing Council. Such a process would parallel the Executive Board process in the WHO. The United States would like this motion reflected in the summary report of the working group and to be discussed further at the 2nd meeting.

Participants in agreement with the Summary Notes

Barbados, Brazil, Costa Rica and Mexico.



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WORKING GROUP OF THE EXECUTIVE COMMITTEE ON STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO

Second Meeting

Washington, D.C., USA, 23 and 24 March 2006

CE138/5, Add. I (Eng.)

CE/WGG/7 (Eng./Esp.)
15 May 2006

NOTES ON THE SECOND MEETING OF THE WORKING GROUP ON STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO¹ 23 and 24 March 2006 and virtual meeting 12 May 2006

Agenda

The agenda as contained in Document CE/WGG2/1 was adopted (see Annex 1)

Review of Background Documents on the Web Site – Review of Summary Notes and Clarification of Points on Decisions Taken by the Working Group at the First Meeting

The Working Group found that the background documents and other material presented were satisfactory.

Consideration of Issues Requiring Further Attention

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

Criteria for Nominations

The Working Group considered the requirements or qualifications for the position of Director, using as a point of reference the criteria for the nomination of the Director-General of WHO.

The Working Group agreed that candidates nominated by the countries for the post of Director of PASB should have: strong technical and public health background, extensive experience in international health, and understanding of the Inter-American and United

¹ These Notes should be read in conjunction with the Summary Records of the Second Meeting of the Working Group on Streamlining the Governance Mechanisms of PAHO.

<http://www.paho.org/English/GOV/WG-Governance-e.htm>

Nations systems; proven history and evidence of public health leadership, and management skills appropriate for a complex health-related organization; sensitivity to and respect for the cultural, social, political and economic diversity within and among the countries in the Region; knowledge of the Regional health situation, and of the wide range of health systems in the Region a strong commitment to the work of PAHO; good physical condition is required of all staff members of the Organization; fluency in one of the official languages and a working knowledge of one of the others; and be willing to sign PAHO and WHO Declaration of Conflict of Interest.

This would be the voluntary criteria which would be used as guidelines for the countries in selecting and screening their own candidates for nomination.. However, Member Countries still have the right to put forth any candidate of their preference.

The Working Group agreed that a post description for the Director was considered unnecessary as the above criteria for nominations have been developed.

As for the format to be used in the preparation of CV's submitted by candidates, the Group was informed that WHO does not have guidelines in this regard and that the only restriction is the number of pages (6 pages). The Group considered that this issue should be analyzed at a later meeting or by an ad hoc working group.

Open Forum

Following the agreement reached at the first meeting that the Forum should be part of the election process, thus enabling all candidates to present their platforms and answer questions, and the countries to make a more informed choice of a candidate, the Working Group had further 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. The proposed timing of the forum would also provide the Candidates with sufficient campaign time afterwards. 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 would also be invited to attend and submit questions.

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.

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

Nominations

It was agreed that at least six months prior to the opening of the Pan American Sanitary Conference (1 March) the Director of PASB will send to all Member States a call for nominations, which would include the voluntary pre-screening criteria for use by countries nominating candidates and guidelines for the preparation of curricula vitae.² Each Member State may submit the name of only one candidate for the post of Director and nominations would be addressed to the President of the Executive Committee in a confidential sealed envelope at least four months prior to the opening of the Conference (1 May), at which time the nominations will be closed. The Secretariat will compile all nominations received, translate them into the four official languages and dispatch them to all Member States at least three months prior to the opening of the Conference (1 June).

Candidates who are Organization's staff members

The Working Group reviewed a draft which was based on Article 4 of the Rules of Procedure of the IICA adapted to PAHO's requirements. The objective was to establish a level playing field and ensure that internal candidates would not use the opportunities that their posts presented, including travel and meetings with ministers, nor would they subsidize their campaigns through work-related activities. The IICA model was used as it seemed to be a good fit with PAHO, but there may be other documentation. In this regard, the Chairman requested the Secretariat to post on the Group's web site the document on the election process of the Secretary General of the OAS which perhaps countries would be interested in seeing.

Leave of Absence

Considering that the Group had agreed that nominations will close four months prior to the opening of the Conference, internal candidates should be required to resign or take leave upon submission of the nominations to Member States, i.e. 3 months before the opening of the Conference.

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

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.

² Most likely along the lines of WHO general requirements which limit the number of pages for any curriculum vitae without being prescriptive about the format. Final decision to be made at the Executive Committee Meeting.

Use of Discretionary Funds

As the Working Group had agreed that nominees would essentially be on leave of absence during the three months prior to the election, a freeze on the use of discretionary funds immediately before or after the election will not be instituted, but rather an internal/external oversight mechanism will be developed for use during the election year.

At the request of the Working Group the Secretariat incorporated all the agreements mentioned above into a single document entitled Rules Governing the Process of Election of the Director of PASB contained in Document CE/WGG2/2 Rev. (see Annex 2). At the virtual meeting on 12 May 2006, the Working Group endorsed the document distributed with an amendment to item 6.2 to read : “The use of the Organization’s discretionary funds *six months prior to and six months* after the election shall be subject to an oversight mechanism established by the Executive Committee”.

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

Recognizing the need for consistency with the rules currently being drawn up for the election of both the Director and the ad interim Director (in the case of a debilitating illness, death, or resignation of the incumbent Director), the Group agreed that **Rule 55** of the Directing Council should be amended to read as follows:

“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.”

Proposed amendment to Rule 56 of the Rules of Procedure of the Conference – Election of the Director

The Group agreed that **Rule 56** should be amended to read as follows:

“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.”

Revised Terms of Reference for the Subcommittee on Planning and Programming

The proposed resolution regarding the Terms of Reference of the proposed new Subcommittee on Program, Budget, and Administration are contained in Document CE/WGG2/3 Rev. (See Annex 3).

Agreement was reached regarding the number and composition of the Subcommittee, which is seven - four elected by the Executive Committee from among its membership, and three designated by the Director. A point of refinement still pending is how to ensure an adequate and fair geographic representation on the Subcommittee. Further discussion on this matter is required at the Executive Committee.

Role and Status of the Subcommittee on Women Health and Development

The proposed resolution regarding the Subcommittee is contained in Document CE/WGG2/4 (See Annex 4).

Regarding the original proposal to create a Technical Advisory Group (TAG), the Working Group concluded that it would be preferable to propose that it be termed an “Advisory” Group as opposed to a “Technical” Advisory Group. TAGs are normally advisory to the Director and not to the Executive Committee, and their recommendations are made to the Director and incorporated into the programs, plans, and actions of the Organization. In this case, there must be a clear distinction between this special Advisory Group and any other TAG. The Advisory Group on Women Health and Development would report to the Director, who in turn would report to the Executive Committee as required. The Proposed Terms of Reference for the Advisory Group are contained in Document CE/WGG2/5 Rev. (see Annex 5).

Reform and Simplification of the Standing Committee on Nongovernmental Organizations in Official Relations with PAHO

The Group felt that although refinements had been introduced in recent years to improve the process for the admittance into official relations for international and national nongovernmental organizations, there was room for further streamlining and improvement of the functioning of this Standing Committee.

The Group agreed that instead of reviewing NGOs in official relations with PAHO in a rather informal session during the Executive committee, the functions of the Standing Committee should be undertaken more systematically by the new Subcommittee on Program, Budget, and Administration (SPBA). As such, the SPBA would undertake the task of strengthening relations with NGOs while evaluating their applications and previous contribution to the Organization’s program priorities, a change that would be consistent with PAHO’s results-based approach to programming.

The Group recommended that a study be undertaken on how PAHO has related to NGOs and other members of civil society, in order to consider whether there should be a fresh proposal to strengthen its official relations with NGOs, and to better articulate their interaction with the Governing Bodies. Such a study would highlight the mechanisms, articulation and lessons learned to the new Subcommittee and the Governing Bodies. Their assessment and admission should then be integrated into the overall planning process.

Improvement of the Rules of Procedure of the Governing Bodies of PAHO

At the request of the Working Group during its first meeting, the Secretariat provided additional background material regarding the Rules of Procedure of the Governing Bodies of PAHO where amendments were being proposed. The Secretariat's proposal was endorsed with an additional amendment by the Group in relation to Rule 9 requiring that all working documents be sent to Member States, Associate Members and Observers six weeks prior to the opening of the session (see Document CE/WGG2/6 in Annex 6).

With regard to the documentation prepared by the Secretariat for the Governing Bodies, the Group also expressed the need to ensure that the papers be drafted succinctly, and that they should indicate the specific 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" should be updated and also incorporated into the Rules.

Other Matters

Post Descriptions for the Executive Management of PASB

During its first meeting the Working Group had agreed that post descriptions should be developed for positions in Executive Management. The Secretariat informed that the post description for the Director of Administration was finalized and that draft post descriptions for the Deputy Director and Assistant Director were being prepared. In consideration of the fact that these two post are akin to positions of trust, their post descriptions should be sufficiently flexible and broad to permit the Director's exercise of discretion in their appointment.

Annexes



PAN AMERICAN HEALTH ORGANIZATION
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WORKING GROUP OF THE EXECUTIVE COMMITTEE ON STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO

Second Meeting

Washington D.C., USA, 23 and 24 March 2006

Provisional Agenda Item 2

CE/WGG2/1 (Eng.)
23 March 2006
ORIGINAL: ENGLISH

AGENDA

1. Opening of the Second Meeting
2. Adoption of the Agenda
3. Review of Background Documents on the Web Site
4. Review of Summary Notes and Clarification of Points on Decisions Taken by the Working Group at the First Meeting
5. Consideration of Issues Requiring Further Attention, as follows:
 - 5.1 Process of Election of the Director of the Pan American Sanitary Bureau
 - 5.2 Revised Terms of Reference for the Subcommittee on Planning and Programming
 - 5.3 Role and Status of the Subcommittee on Women, Health, and Development Versus the Establishment of a Technical Advisory Group
 - 5.4 Draft Resolutions Reflecting Decisions Taken*
6. Review of Conclusions Reached on Item 5 Subtopics
7. Reform and Simplification of the Standing Committee on Nongovernmental Organizations in Official Relations with PAHO
8. Improvement of the Rules of Procedure of the Governing Bodies of PAHO
9. Consideration of Draft Resolutions Reflecting Decisions on Items 5, 7, and 8*

* To be further refined in subsequent Working Group Meetings

10. PAHO's Relationship to Other Interministerial Meetings: i.e. the Health and Environment Ministers of the Americas (HEMA) and Inter-American Meeting, at the Ministerial Level, on Health and Agriculture (RIMSA)
11. Other Matters
12. Closure of the Meeting

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* To be further refined in subsequent Working Group Meetings.



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WORKING GROUP OF THE EXECUTIVE COMMITTEE ON STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO

Second Meeting

Washington, D.C., USA, 23 and 24 March 2006

CE/WGG2/2 **Rev.** (Eng.)
15 May 2006

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.
- 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 preceding 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.



PAN AMERICAN HEALTH ORGANIZATION
WORLD HEALTH ORGANIZATION



WORKING GROUP OF THE EXECUTIVE COMMITTEE ON STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO

Second Meeting

Washington, D.C., USA, 23 and 24 March 2006

CE/WGG2/3 Rev. (Eng.)
15 May 2006

PROPOSED RESOLUTION SUBCOMMITTEE ON PLANNING AND PROGRAMMING

THE 138TH SESSION OF THE EXECUTIVE COMMITTEE,

Having considered the recommendation of the Working Group on Streamlining the Governance Mechanisms of PAHO, created 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.

1. DECIDES 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. DECIDES that the Subcommittee on Program, Budget and Administration will hold its first session on _____.

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.

[Further discussion is needed at the Executive Committee to ensure that there is adequate geographical representation.]

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.

4. Sessions

The Subcommittee shall hold at least one regular session a year on dates to be decided by the Executive Committee.

Sessions of the Subcommittee shall be held at the Headquarters of PAHO on dates established by the Director in consultation with the Executive Committee.

Unless the Subcommittee decides otherwise, the sessions shall be public.

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PAN AMERICAN HEALTH ORGANIZATION
WORLD HEALTH ORGANIZATION



WORKING GROUP OF THE EXECUTIVE COMMITTEE ON STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO

Second Meeting

Washington, D.C., USA, 23 and 24 March 2006

CE/WGG2/4 (Eng.)

15 May 2006

PROPOSED RESOLUTION SUBCOMMITTEE ON WOMEN HEALTH AND DEVELOPMENT

THE EXECUTIVE COMMITTEE,

Having considered the recommendations of the Working Group on Streamlining the Governance Mechanisms at PAHO 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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PAN AMERICAN HEALTH ORGANIZATION
WORLD HEALTH ORGANIZATION



WORKING GROUP OF THE EXECUTIVE COMMITTEE ON STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO

Second Meeting

Washington, D.C., USA, 23 and 24 March 2006

CE/WGG2/5 Rev. (Eng.)
15 May 2006

TERMS OF REFERENCE

Women, Health and Development Advisory Group

1. Objectives

- (a) To advise the Director and the Secretariat regarding medium and long term objectives, strategies and mechanisms to effectively implement the PAHO Gender Equality adopted by the Directing Council (CD46.R16)
- (b) To strengthen policy dialogue among key actors and agencies involved in efforts to attain gender equality goals in health and development.

2. Composition

The Women, Health and Development Advisory Group (WHDAG) will be composed of a core of eight experts from the Region in areas related to women, health and development; additional experts will be identified to address special problem areas. Members will be appointed by the PAHO Director. The Gender, Ethnicity and Health Unit of the Office of the Assistant Director will serve as the Secretariat for the WHDAG.

Members will be appointed for a period of one year, with possible extension. At least one member should also be a member of the World Health Organization's Gender, Women and Health Department (WHO/GWH).

3. Frequency of meetings

Meetings of the Women, Health and Development Advisory Group will be convened as required by the Director, to discuss issues related to planning, progress and obstacles in the implementation of the PAHO Gender Equality Policy, and in programming. Targets and strategies will be reviewed and the recommendations issued should be reported by the Director to the Executive Committee and disseminated throughout the Region. Members could also be consulted on an individual basis as required.

4. Functions

- (a) Advise the Director and the Secretariat with respect to priorities to progressively implement the Gender Equality Policy in all the work of the Organization, including PAHO technical cooperation, national policy development, and human resource management.
- (b) Advise and guide the Director and the Secretariat concerning the optimal strategies and tactics to reach the overall goals of the PAHO Gender Equality Policy and other relevant international commitments in this area.
- (c) Monitor the implementation of a Regional Plan of Action to accomplish the above-stated goals.
- (d) Promote understanding and support for the goals of the above Regional Plan of Action among political leaders, technical institutions, bilateral, multilateral and private agencies, as well as among civil society organizations.
- (e) Participate in missions at the country level for program reviews and meetings.
- (f) Advise on the criteria, methodology and research needed to effectively mainstream a gender equality perspective in all the work of the Organization.



PAN AMERICAN HEALTH ORGANIZATION
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WORKING GROUP OF THE EXECUTIVE COMMITTEE ON STREAMLINING THE GOVERNANCE MECHANISMS OF PAHO

Second Meeting

Washington, D.C., USA, 23 and 24 March 2006

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15 May 2006

RULES OF PROCEDURE OF THE DIRECTING COUNCIL³

Proposal by the Secretariat

I. Rule 2 of the Rules of Procedure of PAHO's Directing Council relates to the notice of convocation which is sent by the Secretariat to the Organization's membership 60 days prior to the opening of a Council session. In its current form this Rule does not reflect the fact that the notice of convocation is always sent together with the provisional agenda approved by the Executive Committee. The Working Group on Streamlining Governance Mechanisms of PAHO may wish to consider the following modification:

Rule 2(Rev.)

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.

II. Rule 33 of the Rules of Procedure relates to the duties and responsibilities of the General Committee of the Directing Council. In recent years the usefulness of this Committee has been called into question given the limited scope of its responsibilities. The General Committee basically decides the place and time of all of the meetings, determines the order of the day, and fixes the time of adjournment. The Working Group may wish to consider expanding the scope of the Committee's role in order to make it a working committee. Therefore, in addition to the above duties, the General Committee could assume additional responsibilities related to the agenda. In this regard, the Secretariat notes the need to clarify the process for handling proposed agenda items submitted in the period between the dispatch of the approved provisional agenda under

¹ The corresponding Rules of Procedure of the Pan American Sanitary Conference and Executive Committee may also require amendment.

the current Rule 9 and the opening of the session. Consequently, the Secretariat proposes the following:

Rule 33 (Rev.)

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.

III. Part III – Agenda, Rules 7 through 13 of the Rules of Procedure relate to the preparation and adoption of the agenda for Council sessions. The following proposal would be required to accommodate the proposed modifications to Rules 2 and 33, above. Additionally,

Rule 9(Rev.)

~~The provisional agenda and~~ [All working documents relating thereto shall be sent to the Members, Associate Members, and Observer States at least ~~30 days~~ **6 weeks** prior to the opening of the session.]

Rule10 (Rev.)

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 (Rev.)

~~Whenever possible~~ **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.

IV. The Working Group may consider modifying Rule 23 relating to the role of the Rapporteur in order to reflect the fact that not all proposed resolutions need to be drafted by the Rapporteur.

Rule 23 (Rev.)

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

V. Rule 40 regulates, inter alia, the introduction and consideration of resolutions. In order to permit the Secretariat sufficient time to translate and circulate proposed resolutions prior to their consideration and to enable delegates to engage in consultations with their respective governments, the Secretariat would propose the following modification:

Rule 40 (Rev.)

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**. ~~no later than the preceding meeting~~. 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.
