



WHO FRAMEWORK CONVENTION  
ON TOBACCO CONTROL

## **Conference of the Parties to the WHO Framework Convention on Tobacco Control**

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# **Process for appointment and renewal of the term of office of the Head of the Convention Secretariat**

## **Report by the Bureau of the Conference of the Parties**

### **Mandate of the Bureau and process**

1. At its fifth session, the Conference of the Parties (COP) decided<sup>1</sup> to mandate its Bureau, in consultation with the Parties, to finalize the process for appointment and renewal of the term of office of the Head of the Secretariat on a provisional basis, taking into account document FCTC/COP/5/25 and the debate during the fourth Plenary meeting of the fifth session of the COP on agenda item 8.7 (*Process for appointment of the Head of the Convention Secretariat*). The COP also provided a mandate to the Bureau in regard to the appointment of the next Head of the Secretariat in its decision on the role of the Role of the Bureau.<sup>2</sup>

2. This document summarizes the actions taken by the Bureau, in accordance with the mandate provided by the COP, to finalize the process provisionally and conduct the selection. It also provides recommendations for the process in future.

3. At its first meeting (Geneva, 9–11 April 2013), the Bureau discussed the mandate provided by the COP on the process for appointment, term of office, and renewal of the Head of the Secretariat with the participation of the regional coordinators. Representatives of the WHO Legal services and WHO Department of Human Resources also participated. The outcome of the discussions was that the Bureau agreed that its mandate on this matter was twofold:

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<sup>1</sup> Decision FCTC/COP5(21). All decisions and other documents of the COP are available at <http://www.who.int/fctc/publications>

<sup>2</sup> Decision FCTC/COP5(20).

- (a) to finalize a provisional process for the appointment and renewal of the term of office of the Head of the Secretariat, to be used for the appointment of the next Head. The provisional process, and the Bureau's recommendations, would be considered by the COP at its sixth session and a decision taken regarding future selections of the Head of the Secretariat:
- (b) to make a recommendation to the Director-General of WHO regarding the appointment of the next Head of the Secretariat.

4. The Bureau reviewed the draft decision that had been submitted to the COP at its fifth session<sup>1</sup> on the process for appointment, term of office and renewal of the Head of the Secretariat and agreed that it would form the basis of the process for recruiting the next Head of the Secretariat. A few amendments were made to the text that had been presented to the COP at its fifth session, which took into account the debate at that session, and which mainly related to the participation of the regional coordinators, as requested by the COP.

5. The Bureau also reviewed the text of the vacancy notice published at the time of appointment of the first Head of the Secretariat and made a number of amendments in order to reflect the current work and new challenges in implementation of the WHO FCTC. Following the recommendations of the WHO Department of Human Resources, the Bureau agreed on a timeline (see Annex 2) for the selection of the Head of the Secretariat.

6. In accordance with the timeline that was agreed by the Bureau at its first meeting, the vacancy notice for the position of the Head of the Convention Secretariat was advertised on the WHO employment web page<sup>2</sup> starting from 2 July 2013 for an initial period of six weeks (until 13 August 2013). The period was extended until 8 September 2013 to compensate for the fact that the summer holiday period in many countries may have had an effect on the number of applicants. The timeline, however, was not affected by the extension. Parties to the WHO FCTC were informed of the vacancy notice and of its extension. To ensure wide dissemination, the position was also advertised in *The Lancet* and *The Economist*.

7. The duration of the process, starting from the Bureau's task of finalizing the process, as requested by the COP, then reviewing and drafting the post description, including consultations with the Parties, advertising the position, interviews and selection, and finally appointment by the Director-General of WHO, was approximately eight months.

### **Meetings of the selection panel**

8. The selection panel was composed of the six members of the Bureau and two representatives of the WHO Director-General:

Professor Chang jin MOON (Republic of Korea, President of the COP and Chair of the selection panel);

Dr Oleg Salagay (Russian Federation, Vice-President of the COP);

Mr Amal Pusp (India, Vice-President of the COP);

Mr Yahia Bouzo (Syrian Arab Republic, Vice-President of the COP);

Mr Denis Choinière (Canada, Vice-President of the COP);

Ms Dorcas Kiptui (Kenya, Vice-President of the COP);

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<sup>1</sup> In the Annex to document FCTC/COP/5/25.

<sup>2</sup> [https://erecruit.who.int/public/hrd-cl-vac-view.asp?o\\_c=1000&jobinfo\\_uid\\_c=27626&vaclng=en](https://erecruit.who.int/public/hrd-cl-vac-view.asp?o_c=1000&jobinfo_uid_c=27626&vaclng=en)

Dr Oleg Chestnov (Assistant Director-General for Noncommunicable Diseases and Mental Health, representative of the WHO Director-General);

Dr Hans Troedsson (Executive Director of the WHO Director-General's Office, representative of the WHO Director-General);

One representative from the WHO Department of Human Resources attended the meetings of the panel to provide administrative support.

9. The selection panel held its first meeting in Geneva on 4 October 2013 to discuss the shortlist of candidates to be interviewed. The selection panel reviewed in particular the outcome of the screening process conducted by the WHO Department of Human Resources. Of the 163 applicants, 11 had met the minimum criteria as set out in the vacancy notice and were proposed by the WHO Department of Human Resources for consideration. The selection panel agreed on a shortlist of six candidates to be interviewed. The selection panel also discussed the interview questions and evaluation criteria to be used, in accordance with WHO rules and procedures for recruitment.

10. The selection panel held a second meeting (Geneva, 11–12 November 2013) to conduct the interviews of the shortlisted candidates. On this occasion, the Bureau also finalized the selection report, including recommendations to the Director-General of WHO.

11. The Bureau subsequently informed the Parties by note verbale of 6 January 2014 of the outcome of the selection process and the appointment of the next Head of the Secretariat by the Director-General of WHO.

### **Lessons learnt**

12. In light of the lessons learnt from the selection process, the Bureau decided to consult the regions on the draft decision that had been used as the basis for the process. The comments received from the Parties indicated that the process needed further improvements.

13. In this context, the Bureau requested a meeting with the Director-General of WHO on the occasion of its third meeting (Geneva, 14–16 April 2014), to consult with her on the outcome of the consultation with the regions. A summary of the comments and suggestions made by the Parties was shared with the Director-General before the meeting.

14. At its meeting with a representative of the Director-General, the Bureau addressed the issues which, in its view, and also in light of the comments made by the regions through the consultations, would improve the process in the future. These concerned, in particular, the need to increase the transparency of the process in order to ensure that it was fully legitimate, fair and merit-based, and the need to adapt the process and selection procedures to the specific context and nature of the position. The discussion also covered the special dual reporting principle that currently applied to the Head of the Secretariat,<sup>1</sup> namely that the Head of the Secretariat is responsible and accountable to the COP for the delivery of treaty and technical activities and responsible and accountable to the Director-General of WHO on administrative and staff management matters and also on technical activities where appropriate.

15. In its response to the Bureau, the Director-General assured the Bureau of her support for the Bureau's overall direction and approach in relation to the process and that she was looking forward to the COP decision on this matter.

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<sup>1</sup> See decision FCTC/COP1(10).

## **Recommendations for the future process for appointment, term of office and renewal of the Head of the Convention Secretariat**

### *Transparency*

16. The Bureau recommends that the list of candidates be communicated to the Parties and that the regional coordinators should participate in the selection process. In order to facilitate full transparency and communication with the Parties, while at the same time ensuring the confidentiality of the process, the Bureau recommends that a protected website be established for the purpose of the selection process.

### *Screening and selection panel*

17. In order to attract the best candidates, the screening criteria should be more comprehensive. The Bureau noted that the shortlist of candidates proposed by the WHO Department of Human Resources contained five internal candidates, while a majority of applicants had been from outside WHO. In this regard, the Bureau recommends that future vacancy notices and job descriptions be drafted in a manner that would provide equal opportunities to both internal and external candidates. It is also of utmost importance that the requirements of the job be applied in a standardized and objective manner and that the selection process be fair and merit-based.

18. With regard to the composition of the selection panel, and bearing in mind that the mandate given by the COP to the Bureau clearly states that the Bureau is responsible for making a recommendation to the Director-General of WHO, the Bureau noted that the participation of two representatives of the WHO Director-General (in addition to the participation of the representative of the WHO Department of Human Resources), led to an imbalance in the selection process. While the Bureau welcomes the administrative and technical support that can be provided by WHO to the process, the Bureau, would like to recommend that one representative only be designated by the Director-General of WHO to support the process, and that the decision-making role be with the members of the Bureau only, in line with the mandate of the COP.

### *Term of office*

19. As proposed in document FCTC/COP/5/25, with a view to synchronizing, as far as possible, the term of office of the Head of the Secretariat with the cycle of the COP, the Bureau recommends that the term of office of future Heads of the Secretariat be four years and that he or she shall be eligible for reappointment once only.

### *Performance evaluation and renewal*

20. In order to further align the term of office with the cycle of the COP, the Bureau also recommends that the possible single renewal be for a period of four years (instead of three years as decided by the COP for the first Head of the Secretariat and instead of two years as proposed in the appointment of the second Head of the Secretariat). The Bureau considers that a single renewal of two years, as proposed in document FCTC/COP/5/25 may be too short, and also requires a lengthy process of performance evaluation.

21. The Bureau further recommends that the possible renewal of the Head of the Secretariat be conducted through a competitive process and that the position be advertised in order to ensure full transparency. The incumbent may apply should he or she wish to run for a second term.

22. The attention of the COP is drawn to the fact that the current Head of the Secretariat was appointed for a term of office of four years with a possible single renewal of two years. However, the process and methodology for such possible renewal remains to be determined by the COP.

23. In this regard, the Bureau reviewed the process established by the COP at its fourth session<sup>1</sup> in relation to the performance evaluation of the first Head of the Secretariat. Should the COP wish to consider a similar process, the Bureau recommends that the Bureau also be involved in the evaluation of the Head's performance on administrative and staffing matters in view of its mandate and its regular and comprehensive interaction with the Head of the Secretariat on all aspects of his/her functions. Although a number of Parties acknowledged the relevance of the administrative role and reporting to the WHO Director-General in the context of the staff rules and regulations of WHO, it is, however, important to find a balance in order to allow the Parties, through the Bureau, to have a role in the performance evaluation on administrative and staffing matters as well.

24. The Bureau recommends to the COP to mandate its next Bureau, in consultation with the Parties, to prepare proposals on the process and methodology by which the performance evaluation of the Head of the Secretariat should be conducted and to submit a report thereon at its seventh session for its consideration.

#### **ACTION BY THE CONFERENCE OF THE PARTIES**

25. The COP is invited to review the proposals of the Bureau contained in this report, in particular the lessons learnt and the recommendations outlined in paragraphs 12–24, and consider adopting the draft decision contained in Annex 1.

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<sup>1</sup> Decision FCTC/COP4(6).

## ANNEX 1

### **DRAFT DECISION: APPOINTMENT AND RENEWAL OF THE TERM OF OFFICE OF THE HEAD OF THE CONVENTION SECRETARIAT**

The Conference of the Parties,

Recalling decisions FCTC/COP1(10) on the establishment of a permanent secretariat of the Convention, FCTC/COP4(6) on the Head of the Convention Secretariat, FCTC/COP5(20) on the role of the Bureau of the Conference of the Parties, and FCTC/COP5(21) on the appointment and renewal of the term of office of the Head of the Convention Secretariat;

Taking note of the recommendations by the Bureau of the Conference of the Parties contained in document FCTC/COP/6/25,

1. DECIDES to establish the following process for the appointment of the Head of the Convention Secretariat, term of office and possible renewal of the terms of office:

(1) The Bureau of the Conference of the Parties, in consultation with the Regional coordinators,<sup>1</sup> shall prepare a job description for the Head of the Secretariat, in consultation with the WHO Secretariat, on the basis of the existing job description, Article 24.3 and other relevant Articles of the WHO FCTC, and taking into account comments made by the Conference of the Parties at its sixth session; the job description shall be submitted to the Director-General of WHO no later than eight months before the contract of the incumbent ends;

(2) The Conference of the Parties shall invite the Director-General of WHO to advertise the post of Head of the Secretariat, as submitted by the Bureau, no later than 30 days after submission; to ensure wide circulation of the advertised post, including by informing and inviting Parties to the WHO FCTC to encourage qualified candidates to apply; and to utilize the WHO Secretariat services to screen applications;

(3) The WHO Secretariat services shall forward to the Bureau a complete list of all applications received along with recommendations as to which candidates should be shortlisted and brief reasons for the recommendations;

(4) The Bureau, with the support of one representative of the Director-General of WHO, shall decide on an initial shortlist of no more than six candidates to be interviewed, whom it considers to be the most qualified, taking into account the job description, and following the interviews, the Bureau shall select the suitable candidate and will recommend to the Director-General of WHO a single candidate;

(5) The WHO Secretariat services shall communicate the list of candidates and the shortlist of candidates to be interviewed to the Parties of the WHO FCTC, through a dedicated and protected website;

(6) The appointment of the Head of the Secretariat shall be made by the Director-General of WHO in consultation with the President of the Conference of the Parties;

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<sup>1</sup> It is expected that the regional coordinators will support the work of the Bureau in the process of appointment and renewal of the term of office of the Head of the Convention Secretariat.

(8) The term of office of the third and subsequent Heads of the Secretariat shall be for a period of four years, with the possibility of a single renewal for a further four years following the process described above in sub-paragraphs 1(1) to 1(6).

2. DECIDES also:

(1) To mandate its Bureau, in consultation with the Parties, to prepare proposals for consideration by the COP on the process and methodology by which the performance evaluation of the Head of the Secretariat should be conducted, and to report thereon to the COP at its seventh session.

## ANNEX 2

**TIMELINE FOR THE SELECTION AND APPOINTMENT OF THE SECOND HEAD  
OF THE CONVENTION SECRETARIAT**

<b>Timeline</b>	<b>Activity</b>
April – June 2013	Preparation/revision of the existing post description, including consultation with the regions through the regional coordinators, WHO Legal and Human Resources services, finalization and submission to the Director-General of WHO.
2 July 2013 – 8 September 2013	Publication of vacancy notice on WHO recruitment web pages Parties informed and invited to encourage qualified candidates to apply. Publication of the position in professional journals ( <i>The Lancet</i> and <i>The Economist</i> ).
9 September 2013 – 15 September 2013	Screening of applications by the WHO Department of Human Resources. A complete list of applications along with recommendations of candidates to be shortlisted and brief reasons for the recommendations sent by WHO to the Bureau.
4 October 2013	First meeting of the selection panel in Geneva (members of the Bureau and representatives of the Director-General of WHO): review of candidatures received and finalization of the initial shortlist of six candidates to be interviewed. Discussion of the methodology for interviews.
11–12 November 2013	Second meeting of the selection panel in Geneva to conduct interviews of shortlisted candidates and finalize the selection report and recommendation to the Director-General of WHO.
January 2014	Director-General of WHO offers a contract of appointment to the selected candidate.  President COP informs Parties to the WHO FCTC of the outcome of the selection and appointment by the Director-General of WHO.
19 June 2014	New Head of Convention Secretariat takes office.

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