



# WORLD HEALTH ORGANIZATION

**EXECUTIVE BOARD**  
**111th Session**  
**Provisional agenda item 3.1**

**EB111/INF.DOC./1**  
**16 September 2002**

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## **Director-General: nomination for the post**

### **Note by the Legal Counsel**

1. The purpose of this document is to provide background information and a summary of the Executive Board's role in the nomination of the Director-General.

#### **BACKGROUND INFORMATION**

2. The background information is as follows:

(1) the circular letter of 19 July 2002 from the Director-General announcing the possibility for Member States to submit their nominations for the post of Director-General up until 19 November 2002 (Annex 1). This communication had two enclosures:

the texts of Article 31 of the constitution, setting forth the respective roles of the Executive Board and Health Assembly in the nomination and appointment of the Director-General, and Rule 52 of the Rules of Procedure of the Executive Board, setting forth the process to be followed by the Board in arriving at the nomination of a candidate (Appendix 1);

an extract from resolution EB97.R10, setting forth the criteria that should be fulfilled by the candidate nominated by the Board (Appendix 2);

(2) texts on implementation of Rule 52 of the Rules of Procedure of the Executive Board (Annex 2): decision EB100(7) and the Report by the Director-General (document EB100/5) submitted to the 100th session of the Board at its request. Decision EB100(7) provides details for implementing Rule 52 by incorporating recommendations made in the report by the Director-General and by listing specific points where the Board departed from or supplemented the Director-General's recommendations. Thus, the two documents need to be read together in order to understand the full range of decisions of the Board.

#### **SUMMARY OF THE ROLE OF THE BOARD**

3. After the dispatch of the communication of the Director-General provided for in Rule 52, Member States and members of the Board have until 19 November 2002 to submit proposals of candidates. Each proposal must be accompanied by a curriculum vitae which should be only two to

three pages long and should address the criteria established by the Board for candidates (see resolution EB97.R10) and include a statement on the vision of the candidate on priorities and strategies.

4. The Chairman of the Board will open all proposals shortly after the deadline. The proposals and curricula vitae, considered in the light of the two to three page indication established by the Board, will be translated and distributed to Board members under confidential cover not less than one month before the opening of the Board session.

5. When the Board session convenes, it will need to deal with the nomination process in four different stages:

- (i) the initial screening of candidates to determine whether any candidate does not meet the criteria set by the Board;
- (ii) the determination of the short list;
- (iii) the interviewing of the candidates; and
- (iv) the voting on the candidate to be nominated.

6. Rule 52 requires that the fourth stage, the voting on the nomination, be held in private session. The Board decided through decision EB100(7) that all three other stages should also be held in private. Such private sessions of the Board have been limited to Board members, their alternates and advisers, and necessary Secretariat staff.

7. The Board has previously agreed that the first stage should be limited to determining whether there is a consensus on one or more candidates not meeting the criteria set by the Board. These criteria are set forth in resolution EB97.R10, and reprinted in Annex 1 (Appendix 2) of this document. In the absence of a consensus, the handling of this issue is to be combined with the next stage of drawing up the short list, which is limited to five candidates in accordance with decision EB100(7). Of course, if there are – or there remain – only five or less candidates, there is no need to deal with the short-listing stage.

8. Decision EB100(7) provides that the short list should be drawn up through one or more secret ballots, during which members vote for the number of candidates equal to the number of places on the short list, that is, five. Thus, for the short list with five places, each member voting must vote for five candidates. Ballots containing more or less than five names will be considered invalid. The short list itself will be established by eliminating at each round of balloting the candidate or candidates receiving the lowest number of votes, and any others who do not receive at least a minimum proportion of the *votes* cast (set by the Board at 10% of the *ballot papers* cast), until such time that there are only five candidates remaining. Thus, for example, assuming there are 32 ballots cast, a candidate or candidates receiving the least number of votes – say only one vote – would be eliminated. If all other candidates received four votes or more (i.e. more *votes* than the threshold of a number equivalent to 10% of the *ballot papers* cast), then only the candidate or candidates receiving one vote would be eliminated. If, however, one or more candidates received two or three votes, they would also be eliminated in that round of balloting since they would have received less *votes* than a number equivalent to 10% of the *ballots* cast.

9. Once the short list is determined, these candidates will be interviewed by the Executive Board. Rule 52 specifies that the interviews should be held at the end of the second week of the session. Since

the Board is scheduled to close on Tuesday, 28 January 2003, the interviews should be held on Monday, 27 January. Each interview will last not more than 60 minutes. It will be equally divided between (i) an oral presentation of the candidate's vision of the future priorities for the Organization with an analysis of current problems facing it and suggestions as to how those should be addressed, and (ii) a question-and-answer period. However, if there are insufficient questions to fill the allotted time, the candidate may make such additional statements as desired until the end of the period set for the interview. Nevertheless, the total time of 60 minutes may not be exceeded.

10. The last stage of the nomination is the vote on the candidate to be nominated. In practical terms, since the interview process for the five candidates on the short list takes up the entire day of Monday, the balloting for the nomination will normally need to be held on Tuesday morning. The balloting is restricted to those candidates on the short list. As provided in Rule 52, each member of the Board places the name of one candidate on his or her ballot paper. If no candidate receives the simple majority required of members present and voting,<sup>1</sup> the candidate receiving the least number of votes is eliminated at each ballot until one candidate receives a majority. Rule 52 provides a specific procedure to deal with persistent tie votes between two sole remaining candidates.

11. In addition to deciding on the nomination of a candidate, the Board also needs to propose to the Health Assembly a draft contract establishing the terms and conditions of appointment, salary and other emoluments attached to the office.<sup>2</sup> For this purpose the Board will have before it a proposed draft which reflects previous contracts. The duration of the contract is already fixed at five years, since this has been established in Rule 108 of the Rules of Procedure of the World Health Assembly.

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<sup>1</sup> For example, if all 32 members cast valid ballots, and none of the ballots is an abstention, the majority required is 17. (It should be noted that, in accordance with Rule 42, members abstaining shall be considered as not voting.)

<sup>2</sup> As provided in Rule 109 of the Rules of Procedure of the World Health Assembly.

ANNEX 1

**CIRCULAR LETTER INVITING SUBMISSIONS FOR THE POST OF  
DIRECTOR-GENERAL**

منظمة الصحة العالمية

WORLD HEALTH ORGANIZATION  
ВСЕМИРНАЯ ОРГАНИЗАЦИЯ ЗДРАВООХРАНЕНИЯ



世界卫生组织

ORGANISATION MONDIALE DE LA SANTÉ  
ORGANIZACIÓN MUNDIAL DE LA SALUD

Ref.: C.L.24.2002

... The Director-General of the World Health Organization presents her compliments to Member States and to members of the Executive Board and has the honour to refer to Article 31 of the Constitution of the World Health Organization, concerning the nomination and appointment of the Director-General, and to Rule 52 of the Rules of Procedure of the Executive Board. In accordance with Rule 52, six months before the date fixed for the opening of a session of the Board at which a Director-General is to be nominated, the Director-General shall inform Member States and members of the Board that they may propose persons for nomination by the Board for the post of Director-General.

The 111th session of the Executive Board is to be held in Geneva, opening on 20 January 2003, and proposals may therefore be sent to the Chairman of the Executive Board provided that these reach him, care of the World Health Organization, at the Geneva headquarters address, not later than the close of working hours on 19 November 2002.

The Director-General would like to draw particular attention to the following points:

- (1) Any Member State or member of the Board may propose for the post of Director-General one or more persons.
- (2) In submitting proposals, Member States and members of the Executive Board are requested to take due note of resolution EB97.R10, wherein the Executive Board established criteria for the candidate nominated by the Executive Board for the post of Director-General, and are encouraged to submit proposals only of those persons considered to meet these criteria and who have indicated a willingness to serve as Director-General.

... ENCLS: (2)

CH-1211 GENEVE 27-SUISSE Tél. (+41 22) 791.21.11 Fax (+41 22) 791.31.11 <http://www.who.int>

(3) Proposals must be accompanied by a curriculum vitae or other supporting information for each person. In decision EB100(7), the Executive Board decided that there should be a guideline of two to three pages for each candidate's curriculum vitae, and the curriculum vitae should address the criteria established by the Executive Board, and include a statement on the vision of their candidate on priorities and strategies.

(4) Proposals should be enclosed in a sealed envelope prominently marked "Confidential" and bearing the code No. "D4/180/9 (02)" and addressed to:

"The Chairman of the Executive Board  
c/o World Health Organization  
1211 Geneva 27  
Switzerland"

No other form of address should be used.

(5) Proposals should be communicated or dispatched in such a manner as to arrive at the headquarters of the Organization not later than the close of working hours on 19 November 2002.

(6) In order to ensure receipt of all proposals, it is recommended that proposals be sent by registered mail or hand delivered to the headquarters of the Organization against receipt of delivery. Since the proposals will only be opened by the Chairman of the Executive Board after the deadline for submission, no other acknowledgement of receipt will be given until that time.

The Director-General takes this opportunity to renew to Member States and to members of the Executive Board the assurance of her highest consideration.

GENEVA, 19 July 2002

## APPENDIX 1

**CONSTITUTION OF THE WORLD HEALTH ORGANIZATION***Article 31*

The Director-General shall be appointed by the Health Assembly on the nomination of the Board on such terms as the Health Assembly may determine. The Director-General, subject to the authority of the Board, shall be the chief technical and administrative officer of the Organization.

**RULES OF PROCEDURE OF THE EXECUTIVE BOARD***Rule 52*

At least six months before the date fixed for the opening of a session of the Board at which a Director-General is to be nominated, the Director-General shall inform Member States and members of the Board that they may propose persons for nomination by the Board for the post of Director-General.

Any Member State or member of the Board may propose for the post of Director-General one or more persons, submitting with the proposal the curriculum vitae or other supporting information for each person. Such proposals shall be sent under confidential sealed cover to the Chairman of the Executive Board, care of the World Health Organization in Geneva (Switzerland), so as to reach the headquarters of the Organization not less than two months before the date fixed for the opening of the session.

The Chairman of the Board shall open the proposals received sufficiently in advance of the meeting so as to enable all proposals, curricula vitae and supporting information to be translated, duplicated and dispatched under confidential cover to members of the Board one month before the date fixed for the opening of the session.

If no proposals have been received in time for distribution to members in accordance with this Rule, and in this event only, the Board shall itself establish a list of candidates in alphabetical order composed of the names proposed in secret by the members present and entitled to vote.

All members of the Board shall have the opportunity to participate in an initial screening of all candidatures in order to eliminate those candidates not meeting the criteria set by the Board.

The Board shall decide, by a mechanism to be determined by it, on a short list of candidates. This short list shall be drawn up at the commencement of its session, and the selected candidates shall be interviewed by the Board meeting as a whole at the end of the second week of the session.

The interviews should consist of a presentation by each selected candidate in addition to answers to questions from members of the Board. If necessary, the Board may extend the session in order to hold the interviews and make its selection.

The Board shall fix a date for the private meeting at which it shall elect a person by secret ballot from amongst the candidates on the short list.

For this purpose each member of the Board 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.

The name of the person so nominated shall be announced at a public meeting of the Board and submitted to the Health Assembly.

APPENDIX 2

**EXTRACT OF RESOLUTION EB97.R10 ADOPTED BY THE EXECUTIVE BOARD  
AT ITS NINETY-SEVENTH SESSION RELATING TO THE NOMINATION  
OF THE DIRECTOR-GENERAL**

The Executive Board,

Having considered the report of the ad hoc group established by its decision EB95(1) to consider options for the nomination and terms of office of the Director-General,

1. RESOLVES that the candidate nominated by the Executive Board for the post of Director-General should fulfil the following criteria; he or she should have:

- (1) a strong technical and public health background and extensive experience in international health;
- (2) competency in organizational management;
- (3) proven historical evidence for public health leadership;
- (4) sensitiveness to cultural, social and political differences;
- (5) a strong commitment to the work of WHO;
- (6) the good physical condition required of all staff members of the Organization; and
- (7) sufficient skill in at least one of the official and working languages of the Executive Board and Health Assembly;

...

ANNEX 2

**TEXTS ON IMPLEMENTATION OF RULE 52 OF THE RULES OF PROCEDURE  
OF THE EXECUTIVE BOARD**

**Decision EB100(7) Implementation of Rule 52 of the Rules of Procedure of the  
Executive Board: nomination for the post of Director-General**

The Executive Board agreed to adopt the suggestions for the implementation of Rule 52 as set forth in the report of the Director-General,<sup>1(1)</sup> subject to the following points:

- (1) there should be a guideline of two to three pages for each candidate's curriculum vitae; and the curriculum vitae should address the criteria established by the Executive Board, and include a statement on the vision of the candidate on priorities and strategies;
- (2) the short list should be of five candidates;
- (3) in arriving at the short list, there should be successive ballots, during each of which the candidate or candidates receiving the lowest number of votes, as well as any candidates not having received a minimum proportion of the votes cast (set at 10% of the ballot papers), would be eliminated, until the number of remaining candidates equals the number of places on the short list;
- (4) when voting, members should vote for a number of candidates equal to the number of places on the short list in accordance with Rule 83 of the Rules of Procedure of the World Health Assembly;
- (5) interviews of candidates on the short list should be limited to 60 minutes, equally divided between (i) an oral presentation of the candidate's vision of the future priorities for the Organization with an analysis of current problems facing it and suggestions as to how those should be addressed, and (ii) a question-and-answer period.

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<sup>1</sup> Footnote 1 referred to the document in Annex 1 of document EB100/1997/REC/1; the text is reproduced in the Appendix 1 on the next page.

## APPENDIX 1

**IMPLEMENTATION OF RULE 52 OF THE RULES OF PROCEDURE<sup>1</sup>****Report by the Director-General**

[EB100/5 - 27 March 1997]

1. At its ninety-seventh session the Executive Board amended Rule 52 of its Rules of Procedure to extend the range of sources for nominations for the post of Director-General and to establish more detailed rules on the nomination process within the Board itself. The Board may wish to consider various issues arising in connection with the new Rule so as to ensure its smooth implementation. In this respect, one member of the Board already submitted a discussion paper at the ninety-ninth session (Appendix).<sup>2</sup>
2. The nomination process under Rule 52 may be considered under the following six headings.

**REQUEST FOR PROPOSALS**

3. The Director-General will issue, at least six months before the opening of the 101st session of the Executive Board (the exact date of the session being fixed by the Board at its 100th session), a Note Verbale to each Member State of WHO and to each Executive Board member informing them that they may propose one or more persons for nomination by the Board for the post of Director-General.
4. The Note will include the relevant portion of resolution EB97.R10 containing the criteria for the candidate nominated to the post of Director-General, and will encourage proposals of only those persons considered to meet these criteria, so as to reduce the likelihood of nominations being made primarily for honorific purposes. Attention will also be drawn to the desirability that the curriculum vitae, or other supporting information, should address the specific criteria. The Note will also mention that it is assumed that only persons willing to serve as Director-General will be proposed.
5. Lastly, in order to ensure receipt of all proposals, the Note will indicate that all proposals should be sent by registered mail or hand-delivered to WHO headquarters against receipt of delivery.

**PROCESSING OF PROPOSALS**

6. The Secretariat will only process those proposals submitted at least two months before the date fixed for the opening of the Board's session.
7. If there are a large number of candidates proposed, or if their curricula vitae and other supporting documentation are lengthy, it may be costly and difficult for the Secretariat to arrange for

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<sup>1</sup> See decision EB100(7).

<sup>2</sup> See Appendix 2.

the translation and reproduction of all documentation before the one-month deadline provided in Rule 52 for distribution to Board members. The Board may therefore wish to establish a guideline for the length of curricula vitae and other supporting documentation, which could be mentioned in the Note Verbale requesting proposals.

## **INITIAL SCREENING OF PROPOSALS BY THE BOARD**

8. To comply with Rule 52, the first meeting on this item should take place on the first or second day of the 101st session of the Board. Although Rule 52 only requires that the Board meet in private session when it votes to nominate the Director-General from those on the short list, it would be appropriate that all meetings concerning the process of selection, i.e., the initial selection, the determination of the short list and the interviewing of candidates, should be held in private session.

9. The Executive Board should first determine whether any candidate does not meet the criteria set by the Board. For this purpose, it may be agreed that all candidates on whom there is a consensus that they in no way meet the criteria set by the Board for the post should be dropped from the list, together with those candidates who have notified the Board that they do not wish to be considered. In the absence of a consensus on whether certain candidates meet the criteria, the Board may feel that consideration of this issue would best be continued when it determines the short list (see paragraphs 11 to 13).

## **DRAWING-UP OF A SHORT LIST**

10. After completing the initial screening, the Board should make a short list from among the remaining candidates. Rule 52 does not provide for the length of the short list. The Board may decide in advance on the length of the list or wait until it sees the relative strengths of the candidates. By not deciding in advance it would avoid the risk of having to exclude similarly qualified candidates merely because the length of the short list had already been fixed. However, once the number and identity of the candidates becomes known, it may be difficult for the Board to agree on the length of the short list – knowing that this will determine whether or not certain candidates are interviewed. The Board may therefore wish to decide on the maximum length of the short list, which would presumably be between three and five candidates, at its 100th session in May.

11. As for the selection of the names on the short list, the most appropriate mechanism would appear to be a vote by the Board, which – in accordance with the general principle established in Rule 48 for elections – should be by secret ballot. The Board may wish to decide on one of the following options for the vote:

(a) successive ballots could be held in order to exclude candidates receiving the lowest number of votes each time until the number of candidates established for the short list is reached;

(b) one ballot could be held, and those candidates receiving the highest number of votes equal to the number of places on the short list would form the short list.

12. The holding of a vote to fill places on the short list can be equated to an election under Rule 51, where two or more places are to be filled. It is assumed that, within the context of each option, the manner in which elections have been conducted under Rule 51 would be applied to the voting for the

short list. Thus, Board members would be entitled to vote for up to the same number of candidates as the number set for the short list, e.g., if the short list is fixed at three candidates, each member may vote for up to three candidates. In the case of option (b), if there is a tie between two or more candidates, such that the number of candidates still exceeds the number of places on the short list, a further vote would be held between only those candidates who had received the same number of votes.

13. Since the second option in paragraph 11 above will normally involve only one ballot, the Board may wish to select this option. If the number of candidates proposed, or of those still on the list after the initial screening, is equal to or less than the maximum number fixed for the short list, there will be no need to proceed with a vote as described in paragraph 12 above.

### **INTERVIEWING CANDIDATES ON THE SHORT LIST**

14. Interview times for candidates on the short list should be fixed in consultation with the Chairman of the Board; their travel expenses to Geneva will be covered for the purpose of attending the interview.

15. In order to ensure equal treatment, an interview scenario should be agreed upon and followed for each candidate. The Board may wish to divide the interview into two sections: an oral presentation, and questions and answers. All candidates on the short list should be informed of the form of the interview and of any applicable rules. For example, it should be established that the times both for the presentation and for the questions and answers may not be exceeded. On the other hand, if there are insufficient questions to fill the time allotted, the candidate should be entitled to make such additional statements as he or she may wish until the end of the period set for the interview.

16. Rule 52 specifies that interviews shall be held at the end of the second week of the session. However, according to the proposed programme budget for the biennium 1998-1999, the session of the Board at which the election will take place is to end on Wednesday of the second week. Bearing in mind the need to leave sufficient time for the final balloting, it would appear that interviews should be scheduled at the latest on Monday or early Tuesday of the second week.

17. Lastly, the Board may wish to determine whether procedures should be agreed upon for interviews if a Board member is also a candidate. Although there is no legal basis on which to prevent Board members who are candidates from taking part in the nomination process, the Board may wish nevertheless to agree that in the event that a Board member is a candidate, he or she would be requested (though not obliged) to be replaced by an alternate or adviser during the private sessions if at all possible.

### **VOTE BY THE BOARD FOR THE NOMINATION OF DIRECTOR-GENERAL**

18. The amendment of Rule 52 does not raise any new issues and the existing mechanisms available within WHO are believed to be adequate to deal with all eventualities at this stage.

**ACTION BY THE EXECUTIVE BOARD**

19. The Board may wish to note the information that will be included in the Note Verbale to Member States and Board members, and to adopt a decision on crucial aspects of its implementation of Rule 52, drawing upon the points made in this document.

## APPENDIX 2

**IMPLEMENTATION OF RESOLUTION EB97.R10 OF THE WHO EXECUTIVE BOARD: PROCESS OF NOMINATIONS FOR THE POST OF DIRECTOR-GENERAL****(Rule 52 of the Rules of Procedure of the Executive Board)****(Paper by Dr J.I. Boufford)****Issue**

1. The process of nominations for the post of Director-General, as detailed in Rule 52, is summarized below. Suggested procedural details related to each paragraph of the revised Rule (in bold type) are informally presented here to facilitate discussion. Legal opinion may be needed during the deliberations. The Board will need to decide how to deal with these specific issues no later than its 100th session and it seems that some preliminary discussion could make the final decision-making easier.

**Background**

2. At the ninety-seventh session of the Executive Board in January 1996, members discussed a report by the ad hoc group established to consider options for the nomination and terms of office of the Director-General. On 23 January 1996, following comprehensive discussions, the Board passed resolution EB97.R10, which: (1) set criteria for the post of Director-General; (2) amended Rule 52 of the Board's Rules of Procedure on the nomination of the Director-General; and (3) recommended that the World Health Assembly amend its Rules of Procedure to specify the principle that the term of office of the Director-General should be five years, renewable once.

3. Subsequently, on 23 May 1996, the World Health Assembly passed resolution WHA49.7, which amended Rule 108 of its own Rules of Procedure to include the Board's two-term recommendation. This resolution also included the following preambular paragraphs: "Noting that, as a general principle, it is not appropriate to apply such a change to an incumbent Director-General"; ... "Noting further that its acceptance of this proviso does not mean that the Health Assembly is taking the position that the incumbent Director-General should in fact serve for a further term; and that the question of who should serve as Director-General from July 1998 remains to be decided in accordance with the relevant rules and procedures".

**Relevant parts of Rule 52 of the Rules of Procedure of the Executive Board**

**At least six months before the date fixed for the opening of a session of the Board at which a Director-General is to be nominated (probably 12 July 1997), the Director-General shall inform Member States and members of the Board that they may propose persons for nomination by the Board for the post of Director-General.**

4. It is suggested that the letter from the Director-General should explicitly state the criteria for candidates (as listed in resolution EB97.R10), and request that only names should be submitted of those who are both well qualified and have agreed to run. To reduce the work of the Secretariat and

the Board, the letter should actively discourage submission of names merely as an honorific exercise or an indication of national pride (“favourite son/daughter” candidates).

**Any Member State or member of the Board may propose for the post of Director-General one or more persons, submitting with the proposal the curriculum vitae or other supporting information for each person. Such proposals shall be sent under confidential sealed cover to the Chairman of the Executive Board, care of the World Health Organization in Geneva (Switzerland), so as to reach the headquarters of the Organization not less than two months before the date fixed for the opening of the session (~12 November 1997).**

**The Chairman of the Board shall open the proposals received sufficiently in advance of the meeting so as to enable all proposals, curricula vitae and supporting information to be translated, duplicated and dispatched under confidential cover to members of the Board one month before the date fixed for the opening of the session (~12 December 1997).**

5. The Chairman of the Board should be in Geneva in ample time to facilitate timely review of proposals. The letter from the Director-General asking for candidates should note that translation of all relevant information into six languages within one month will be difficult unless the quantity of documents is limited. To meet the deadline for sending the proposals and curricula vitae to Board members, proposal letters themselves should not be longer than one page and curricula vitae or qualification statements no longer than three pages. These documents should, as a minimum, cover each of the seven criteria specified by the Board for the post of Director-General. Additional information may be submitted but would be reproduced and distributed to all Board members as received, without translation.

**All members of the Board shall have the opportunity to participate in an initial screening of all candidatures in order to eliminate those candidates not meeting the criteria set by the Board.**

**The Board shall decide, by a mechanism to be determined by it, on a short list of candidates. This short list shall be drawn up at the commencement of its session, and the selected candidates shall be interviewed by the Board meeting as a whole at the end of the second week of the session.**

6. It is suggested that on the second day of the session a private meeting should be held to discuss the submitted long list of candidates with the specific intentions of: (1) eliminating those who do not meet the minimum requirements; (2) removing persons who have indicated that they wish their names to be withdrawn; (3) selecting, by secret ballot, a short list of no more than three candidates; and (4) setting the time for interviews of the short-listed candidates. Board members or others in attendance who are themselves candidates for the post of Director-General should excuse themselves from participation in the selection process.

7. During this initial private meeting, after eliminating the candidates obviously “not qualified”, the Board should briefly discuss each person remaining on the long list in order to solicit information based on Board members’ personal knowledge of the candidates to add to or elaborate on the available written material.

8. If there are more than three candidates, then a secret ballot should be held in which each Board member may vote for up to three candidates for the short list. The three obtaining the most votes

would be selected for final interviews. In the event that there is a tie, resulting in more than three top candidates, then a new secret ballot should be taken, choosing from amongst the top candidates only, eliminating all those not tied with the top three. This procedure should be repeated, if necessary until there are only three candidates remaining.

**The interviews should consist of a presentation by each selected candidate in addition to answers to questions from members of the Board.**

9. The Secretariat should ensure that the travel expenses of all of the short-listed candidates are covered so that they may be in Geneva for the interviews. Each candidate's interview, without exception, should be conducted in a private session of the Board lasting one hour, allowing Board members ample time for questions after a short introductory presentation.

10. The remaining paragraphs of Rule 52 include the procedures for the final secret ballot to nominate the single candidate for submission to the World Health Assembly. These are clearly described and do not require further elaboration.

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