

## **OPTIONS AND PROPOSALS REGARDING THE PROCEDURE FOR THE ELECTION OF THE DIRECTOR**

### **INTRODUCTION**

1. During its 55<sup>th</sup> session in May 2013, having noted that the selection procedures for the International Agency for Research on Cancer (IARC) Director had not followed a consistent set of procedures, the Governing Council requested the Secretariat to prepare a report for their consideration during its 56<sup>th</sup> session in May 2014.
2. During its 56<sup>th</sup> session in May 2014 the Office of the Legal Counsel, World Health Organization (WHO), in conjunction with the IARC Secretariat, presented a report entitled: “Clarification on the procedure for the election of the Director”<sup>1</sup>. The report provided a detailed overview of the main steps of the process leading to the selection of the IARC Director.
3. In resolution GC/56/R18<sup>2</sup>, the Governing Council noted that a consistent set of procedures would benefit the process for selection of the Director of the Agency. It asked the Secretariat to report back to the Governing Council at its 58<sup>th</sup> session in May 2016 with options and proposals for discussion and/or action.
4. In accordance with resolution GC/56/R18, this report, which was prepared by the Office of the Legal Counsel, WHO, in conjunction with the IARC Secretariat, sets out options and proposals for the selection of Director, IARC for consideration by the Governing Council. It addresses aspects of the selection procedure that are not foreseen in the Rules of Procedure, and on which, based on the discussion of the Governing Council during its 55<sup>th</sup> and 56<sup>th</sup> sessions, Participating States requested the Secretariat to focus.

### **BACKGROUND**

5. In 1997 the Governing Council, in resolution GC/38/R6, established the limit of two five-year terms for IARC Directors. Accordingly, as the second five-year term of office of the current Director, Dr Christopher P. Wild, expires on 31 December 2018, he is not eligible for reappointment when his current mandate ends.

---

<sup>1</sup> Annex 1, see [Document GC/56/20](#)

<sup>2</sup> Annex 2, See resolution GC/56/R18 under [GC/56 Resolutions](#)

6. To be in place before the next selection of the Director, which is scheduled to take place at the Council's 60<sup>th</sup> session in May 2018, any additions to or changes of the selection process would have to be decided no later than the Governing Council's 59<sup>th</sup> session in May 2017.

### **Part I – Submission of candidatures**

7. Any WHO Member State may propose one or more candidates, and must attach to the proposal the curriculum vitae of the candidate(s). In addition, proposals with curriculum vitae may be submitted directly by individuals. If he or she so requests and is eligible for re-election<sup>3</sup>, the Director holding office may be a candidate without having to be proposed.

8. The following four aspects of the submission of candidature stage are not addressed in the Rules of Procedure:

- (i) criteria for appointment;
- (ii) the nature of a curriculum vitae;
- (iii) whether a curriculum vitae is needed when a serving Director is a candidate for a second term; and
- (iv) the publication of names/curriculum vitae.

9. Each of these is addressed below:

#### ***(i) Criteria for appointment***

10. The Statute of IARC and the Rules of Procedure do not prescribe the criteria to be applied when selecting a Director. In past selections this was left unaddressed, except on the two occasions when the Governing Council decided to establish a search committee to assist in the identification of suitable candidates. The agreed "characteristics and attributes" of the Director for those two selections (i.e. the selections that occurred in 1993 and 2003) are found in Annex 3a and 3b, respectively<sup>4</sup>.

#### ***➤ Options and proposal***

**Option A** – Retain the status quo; determine the criteria for selection on an ad hoc basis, for each selection.

**Option B** – Drawing on the agreed "characteristics and attributes" used for the selection of the Director in 1993 and 2003; the criteria used to guide Member States for the election of WHO's Director-General; the criteria used to select Directors of other major research institutes; and other relevant sources of information (e.g. the criteria for the selection of Director, Pan American Health Organization (PAHO)), the Governing Council would agree on criteria for

---

<sup>3</sup> Eligibility is determined under Rule 46.6 of the IARC Statute, Rules and Regulations.

<sup>4</sup> Annexes 3a and 3b, see Annex I of GC/33/Inf.Doc. No. 6; and Annex 5 of document GC/43/18. See also Annex 4, WHA65.15, paragraph 1 (f) sets out the criteria that apply to the election of WHO's Director-General.

selection. Characteristics and attributes could include outstanding expertise and reputation in cancer research; the capacity to provide scientific and managerial leadership; and the ability to build consensus effectively within IARC, with Participating States and more broadly.

**Proposal:**

11. The Governing Council may consider that Option B best promotes an open, fair, equitable and transparent selection process, aimed at identifying the most suitable candidates. The “Characteristics and Attributes” agreed for the 2003 selection of the Director (Annex 3b) may provide a good starting point for the future.

*(ii) Curriculum Vitae – standard form*

12. Rule 46.2 requires candidates to provide a curriculum vitae, however the format is not prescribed. In practice, in the last two IARC selections (2008 and 2013) candidates were encouraged to use a standard form that was available on the IARC/WHO websites<sup>5</sup>, however its use was not required<sup>6</sup>.

➤ *Options and proposal*

**Option A** – Retain the status quo, i.e. encourage candidates to use a standard form, but do not require its use.

**Option B** – Drawing on the form already used in IARC and those prescribed for the election of the WHO Director-General and two Regional Directors, agree on a standard form curriculum vitae.

**Proposal:**

13. The Governing Council may consider that Option B best facilitates a comparative assessment of the candidatures. The curriculum vitae used for the 2013 selection of Director, IARC (Annex 5), supplemented with a Written Statement, as included in the standard curriculum vitae prescribed for the election of the Director-General (WHA66.18, Annex 3, attached as Annex 6), could provide a good starting point for the future.

---

<sup>5</sup> Annex 5 – IARC standard form

<sup>6</sup> For the election of the WHO Director-General, the World Health Assembly prescribed a standard form curriculum vitae (Resolution WHA66.18, Annex 3), see Annex 6. Standard forms are also used for the election of WHO Regional Directors in the European and Western Pacific regions.

**(iii) Curriculum Vitae – Director, candidate for second term**

14. Rule 46 does not expressly address whether a serving Director who wishes to be a candidate for a second term must submit a curriculum vitae. In the selections in 2008 and 2013, when serving Directors were candidates, the serving Directors provided a curriculum vitae (in 2008, at the initiative of the Director; and in 2013, at the request of a Participating State).

➤ ***Proposal***

15. The Governing Council may consider that asking all candidates to submit a curriculum vitae, including a serving Director, best facilitates a comparative assessment of all candidates, and ensures candidates are treated equally. This should also be the case when a serving Director runs for a second term unopposed.

**(iv) Publication of names/curriculum vitae of candidates**

16. In resolution GC/54/R21 (Annex 7), the Governing Council decided that for the 2013 election “...*the names of the candidates to be interviewed will be published on IARC’s web site, unless a candidate requests his or her name not be published*”. This is consistent with the approach taken for the election of WHO’s Director-General and two Regional Directors. This approach avoids the risk of losing highly qualified candidates occupying senior positions by providing flexibility in publically declaring candidatures.

➤ ***Proposal***

17. The Governing Council may consider that the current practice provides a balance between transparency and encouragement of the best possible field of candidates. Alternatively, the Governing Council may consider that the publication of the names and curriculum vitae of candidates on the IARC and WHO websites after they have been submitted to IARC’s Participating States is a necessary element of a transparent process.

**Part II – Short-list of candidates**

18. The Rules of Procedure do not address whether a short-list of candidates is drawn from the full list of proposed candidates and, if so, how the list is determined<sup>7</sup>. Rule 46.5 simply provides that “... *The Governing Council shall elect a person by secret ballot from among the candidates proposed. ...*”.

---

<sup>7</sup> The “short-listing” of candidates refers to the process of either (i) eliminating identified candidates from further consideration; or (ii) recommending identified candidates in preference to others, without eliminating any candidate from further consideration.

19. As explained in document GC/56/20<sup>8</sup>, within WHO, including IARC, there are **three main models** for the short-listing of candidates, as described below.

20. The *first model*, which is used to nominate the Regional Director for the European Region, is a **Regional Evaluation Group**. The main functions of the Regional Evaluation Group are: to arrange for oral presentations by the candidates; to prepare an evaluation report on the candidates; and to prepare an unranked short-list of not more than five candidates whom the Group considers most closely meet the criteria for selection. However, the Regional Committee nominates the Regional Director from among *all* the candidates, not only those short-listed by the Regional Evaluation Group.

21. The Evaluation Group has characteristics similar to a **Search Committee**. IARC has used a Search Committee twice, i.e. for the 1993 and 2003 selections of the Director. The Search Committee for the 1993 selection gave the Governing Council its assessment of the candidatures received and suggested a short-list for the consideration of the Council<sup>9</sup>. The terms of reference of the "Working Group" (i.e. Search Committee) established for the 2003 selection were similar to those used for the 1993 selection. They included: outreach to identify qualified candidates; the interviewing of candidates; and the submission of a ranked short-list to the Governing Council for consideration<sup>10</sup>.

### **Advantages and disadvantages of a Search Committee**

22. *Possible advantages of a Search Committee* include the systematic and thorough review of all candidates, with a view to ensuring that the Governing Council is well-advised concerning which candidates appear to be the most suitable. Such a committee may also perform an outreach function, encouraging qualified candidates to be proposed.

23. *Possible disadvantages of a Search Committee* include the time and cost associated with what might be an administratively heavy process. In addition, depending on what functions are delegated to the Committee, Participating States that are not represented on the Committee may be concerned that their unfettered right to consider all candidates on an equal footing may be restricted.

---

<sup>8</sup> Annex 1, see [Document GC/56/20](#)

<sup>9</sup> Thirty-five nominations/applications were received. The Search Committee decided not to explore further "a number of candidatures". The Committee identified "a number of candidates" who were invited to meet with the Committee and/or submit a strategy paper. Thereafter the Committee proposed to the Governing Council two candidates "as equal first preferences" and another candidate as "third preference".

<sup>10</sup> Thirty-two applications were received; eight candidates were interviewed by the Working Group; and a short-list of two candidates, ranked by preference, was submitted by the Working Group to the Governing Council.

24. The *second model* used to arrive at a short-list of candidates is that to be used for the first time in the upcoming **nomination of WHO's Director-General by the Executive Board** and, with some modifications, for the nomination of four Regional Directors by their respective Regional Committees.<sup>11</sup>

25. In summary, in the case of the election of WHO's Director-General, to date the Executive Board has nominated one candidate to be appointed by the World Health Assembly. In the system to be used for the first time for the election of the next Director-General in 2017 – if there are more than five candidates, a short-list of five candidates will be determined by the Executive Board by secret ballot. The five short-listed candidates will be interviewed by the Executive Board as a whole; interviews will normally be held a few days after the establishment of the short-list. Later in the session, a secret ballot will be held among the short-listed candidates, normally resulting in three persons being nominated by the Executive Board. At the next session of the World Health Assembly, which occurs approximately four months later, the Assembly will appoint the Director-General from among the three nominated candidates.

26. This model is dependent on the process occurring at a governing body session lasting several days, and also involves two levels of governing bodies – i.e. the Executive Board and the World Health Assembly. Given that normally IARC Governing Council sessions last two days, and given that the Governing Council is the sole governing body involved in the selection of the Director, the Governing Council may consider that the second model is not viable in the IARC context.

27. The *third model* used to arrive at a short-list of candidates is that used **by the Governing Council for the two previous IARC selections** (i.e. those held in May 2008 and May 2013). For each of these selections, the Governing Council agreed, through the adoption of a resolution at the Governing Council session that preceded the session in which the Director was selected<sup>12</sup>, on a method to determine the short-list of candidates.

28. Resolution GC/49/R20 (Annex 8), which was adopted by the Governing Council in May 2007 for the May 2008 selection, provided that upon receipt of proposals from all eligible candidates as described in Rule 46.3 of the Rules of Procedure of the Governing Council:

*“...each Participating State will convey to the Chair of the Governing Council the names of up to eight candidates whom it proposes to be interviewed for the position of Director.*

*The Chair of the Governing Council will identify the eight candidates with the greatest number of requests for interview from Participating States to be invited for interview by the Governing Council at its May 2008 session. ...”*

---

<sup>11</sup> The Regional Directors for the following regions: Africa; Europe; Eastern Mediterranean and Western Pacific.

<sup>12</sup> i.e. in May 2007 for the May 2008 election; and in May 2012 for the May 2013 election.

29. Resolution GC/54/R21 (Annex 7), which was adopted by the Governing Council in May 2012 for the May 2013 selection, provided that:

*"...upon receipt of the copies of proposals referred to in Rule 46 (3) of the Rules of Procedure of the Governing Council, each Participating State may convey to the Chair of the Governing Council the names of up to three candidates, in addition to the present Director, whom it proposes to be interviewed for the position of Director; ...the Chair of the Governing Council, together with the Director-General of WHO, will identify the three candidates with the highest number of requests for interview and for whom at least four Participating States have expressed such request, for interview by the Governing Council at its May 2013 session. ...".*

30. Participating States expressed satisfaction with the third model, finding that it allowed all States to participate equally in the drawing up of a short-list. It was also found to be an efficient and low-cost method.

➤ ***Options and proposal***

**Option A** – Retain the status quo – i.e. the Governing Council decides at the session preceding the session at which the Director will be elected on the method of short-listing candidates.

**Option B** – establish a permanent mechanism to arrive at a short-list of candidates, using one of the following approaches:

- (i) Search Committee;
- (ii) Method used for the nomination of WHO's Director-General by the Executive Board<sup>13</sup>;
- (iii) Agree that one of the ad hoc methods used for the election of the Director in 2008 and 2013 (see paragraphs 25–28, above), or an adaptation of one of these methods, be adopted as a permanent mechanism. For example, an adaptation could be the Governing Council interviewing up to eight candidates with the highest number of requests for interview and for whom at least four Participating States have asked to interview. In addition, the Governing Council could put in place mechanisms to ensure broad outreach of the vacancy announcement to all relevant networks and consider using the services of a "headhunting" firm to identify possible candidates.

➤ ***Proposal***

31. The Governing Council may consider that Option B, (i) or (iii), best promotes an open, fair, equitable and transparent selection process, aimed at identifying the most suitable candidates. As between (i) and (iii), and taking into account the advantages and disadvantages described above,<sup>14</sup> the Governing Council may consider that option (iii) provides a good basis for the future.

---

<sup>13</sup> As explained in paragraph 26 above, the Governing Council may consider that this method is not viable in the IARC context.

<sup>14</sup> For (i), see paragraphs 20–23; for (iii), see paragraphs 27–31.

### **Part III – Interviewing of candidates**

32. The interviewing of candidates by the relevant governing body, or committee of the governing body, is the norm within WHO, including in IARC, where the Governing Council interviewed short-listed candidates in the previous two selections<sup>15</sup>.

#### **Interview modalities**

33. The interview modalities used for the last two Director IARC selections followed an accepted model, namely that used for the nomination of WHO's Director-General by the Executive Board. In so doing, it was recognized that this model was already a part of WHO's governance, was familiar to Participating States, had withstood the test of time and was generally considered by IARC Participating States to be an effective and thorough process.

34. In broad terms, the interview method used in IARC involved all Participating States participating in the interviewing of short-listed candidates. The interviews occurred on the day preceding the election, and included each candidate giving a presentation setting out his or her vision of IARC. Procedures were in place to ensure the fair and equal treatment of all candidates (e.g. concerning the order of interviews; the duration; and the method of choosing questions) which were agreed by the Governing Council at the opening of the session at which the interviews occurred<sup>16</sup>.

35. Another method of interviewing candidates involves conducting interviews by a subcommittee of the Governing Council (e.g. a Search Committee), with the subcommittee reporting the outcome of the interviews to the Governing Council.

#### **➤ *Proposal***

36. The Governing Council may consider that the interviewing of short-listed candidates by all Participating States using the procedures and format used in IARC for the 2008 and 2013 selections provides an equal opportunity to assess the relative merits of the candidates.

---

<sup>15</sup> In 2008, nine candidates were interviewed; in 2013 the sole short-listed candidate (the serving Director) was interviewed.

<sup>16</sup> The procedures were described in a letter from the Chairman of the Governing Council to Participating States that was sent before the session (Annex 9).

## CONCLUSION

37. The Governing Council is requested to note this report, and to bear in mind that the Governing Council has until its 59<sup>th</sup> session in May 2017 to introduce any changes to the selection process, in order for those changes to be in place for the selection that will take place during its 60<sup>th</sup> session in May 2018.

38. As outlined in this report, changes to be introduced by the Governing Council could be decided in the following areas:

- (i) The **submission of candidatures**, specifically, the development of criteria for appointment and whether:
  - to prescribe a standard form curriculum vitae;
  - a serving Director who wishes to be a candidate for a second term must submit a curriculum vitae; and
  - to publish the names and curriculum vitae of candidates<sup>17</sup>;
- (ii) The method of **short-listing candidates**<sup>18</sup>; and
- (iii) Whether to **interview short-listed candidates** and, if so, the modalities of the interview<sup>19</sup>.

39. The Governing Council may decide to either:

- (i) Request the Secretariat to report back to the Governing Council at its Fifty-ninth session in May 2017 with specific proposals, reflecting the views expressed by the Governing Council during its Fifty-eighth session, for decision by the Governing Council at its Fifty-ninth session; or
- (ii) Form a Working Group of the Governing Council on the Selection of the Director, with support from the Secretariat, for the same purpose.

40. It is noted that, depending on the decisions of the Governing Council concerning the selection of the Director at its Fifty-ninth session, amendments to the Rules of Procedure of the Governing Council may be required.

---

<sup>17</sup> See paragraphs 16–17, above

<sup>18</sup> See paragraphs 18–31, above

<sup>19</sup> See paragraphs 32–36, above

### **List of Annexes**

- Annex 1 [Document GC/56/20](#) "Clarification on the procedure for the election of the Director"
- Annex 2 [Resolution GC/56/R18](#) – Clarification on the procedure for the election of the Director
- Annex 3a Characteristics and attributes sought in candidates for the post of Director (1992) – Annex I of GC/33/Inf.Doc. No 6 (Rev. 2) – see below
- Annex 3b Characteristics and attributes sought in candidates for the post of Director (2002) – Annex 5 of document GC/43/18 – see below
- Annex 4 Criteria that apply to the election of WHO's Director-General (2012) – WHA65.15, paragraph 1 (f) – see below
- Annex 5 IARC Standard form for curriculum vitae – see below
- Annex 6 WHO Standard form for curriculum vitae for the post of Director-General – see below
- Annex 7 Resolution GC/54/R21 – see below
- Annex 8 Resolution GC/49/R20 – see below
- Annex 9 Letter from the Governing Council Chair (dated 23 January 2013) to Participating States concerning the interview and selection processes for the post of Director, IARC – see below

### **Annex 3a**

#### **GC/33/Inf.Doc. No 6 (Rev. 2) (1992) – Annex I**

#### **CHARACTERISTICS AND ATTRIBUTES SOUGHT IN CANDIDATES FOR THE POST OF DIRECTOR, INTERNATIONAL AGENCY FOR RESEARCH ON CANCER**

- **Substantial scientific reputation in the field of cancer research**, preferably in epidemiology and/or carcinogenesis (experience limited to clinical oncology would be insufficient);
  
- **International experience**
  
- **Demonstrated qualities of leadership:**
  - ability to obtain concrete results,
  - ability to communicate effectively both orally and in writing,
  - ability to deal effectively with the mass media, academic groups, industry representatives, political leaders and public health specialists;
  
- **Demonstrated qualities of integrity:**
  - proven ability to withstand pressures from various interest groups which are contrary to the principles of sound science and public health administration;
  
- **Demonstrated managerial ability:**
  - proven ability to manage a research organization, to coordinate studies in national and international settings, to analyze organizational problems and find solutions, to motivate and inspire staff;
  
- **Personal qualities:**
  - genuine personal commitment to the aims of the Agency,
  - since normal retirement age is 62, the preferred age would be between 40 and 55;
  
- **Languages:**
  - Excellent knowledge of English or French and preferably a good working knowledge of the other; knowledge of other languages would be an asset.

## **Annex 3b**

### **GC/43/18 (2002) – Annex 5**

#### **CHARACTERISTICS AND ATTRIBUTES SOUGHT IN CANDIDATES FOR THE POST OF DIRECTOR, INTERNATIONAL AGENCY FOR RESEARCH ON CANCER**

- Substantial experience and outstanding scientific reputation in the field of cancer research, including an understanding of cancer genetics, epidemiology, public health research and health policy issues. Experience limited to clinical oncology would be insufficient.
- International experience  
In addition to good links with the international cancer research community, experience of working with international organizations and member states.
- Leadership
  - ability to lead and motivate the Agency,
  - ability to set out a vision for the Agency and translate this into action,
  - ability to deal effectively with the media, academic groups, industry representatives, political leaders and public health specialists.
- Managerial ability
  - proven ability to manage a research organization, to co-ordinate studies in national and international settings, to analyse organizational problems and find solutions, to motivate and inspire staff.
- Integrity
  - proven ability to withstand pressures from various interest groups which are contrary to the principles of sound science and public health administration.
- Personal qualities
  - genuine personal commitment to the aims of the Agency,
  - preferred age range 40-55 years,
  - health record compatible with carrying out duties of the post.
- Languages
  - Excellent knowledge of English or French and preferably a good working knowledge of the other. Knowledge of other languages would be an asset.

**Annex 4**

**SIXTY-FIFTH WORLD HEALTH ASSEMBLY**  
**Agenda item 19.1**

**WHA65.15**  
**26 May 2012**

**Election of the Director-General of the World Health  
Organization: Report of the Working Group**

The Sixty-fifth World Health Assembly,  
[...]

1. DECIDES that:

[...]

(f) the Executive Board should ensure that the nominated candidates fulfil the following criteria, while underscoring the paramount importance of professional qualifications and integrity and the need to pay due regard to equitable geographical representation, as well as gender balance in the process leading to the nomination of the candidate(s) that should be submitted to the Health Assembly; he or she should have:

- (1) a strong technical background in a health field, including experience in public health;
- (2) exposure to and extensive experience in international health;
- (3) demonstrable leadership skills and experience;
- (4) excellent communication and advocacy skills;
- (5) demonstrable competence in organizational management;
- (6) sensitivity to cultural, social and political differences;
- (7) strong commitment to the mission and objectives of WHO;
- (8) good health condition required of all staff members of the Organization;
- (9) sufficient skill in at least one of the official working languages of the Executive Board and the Health Assembly;

[...]

Annex 5



## FORM FOR CURRICULUM VITAE

Family name (surname) : Dr/Mr/Mrs/Ms/Miss	
First/other names :	
Place and country of birth :	Date of birth (Day/Month/Year) :
Present nationality :	
Has your nationality ever been changed or is it in the process of being changed : <input type="checkbox"/> No <input type="checkbox"/> Yes (explain) <input type="checkbox"/>	
Address to which correspondence should be sent :	Telephone _____ Fax _____ E-mail _____

### Degrees/Certificates obtained

(Please indicate here a maximum of three degrees/certificates obtained – particularly in the field of public health – with dates and names of institutions.)

LANGUAGE KNOWLEDGE		Speak	Read	Write
<p>Mother tongue</p> <p>.....</p> <p>For languages other than mother tongue, enter appropriate number from code below to indicate level of your language knowledge</p> <p>CODE: 1. Limited conversation, reading of newspapers, routine correspondence.</p> <p>2. Engage freely in discussions, read and write more difficult material</p> <p>3. Speak, read and write (nearly) as in mother tongue</p>	<p>ENGLISH.....</p> <p>FRENCH.....</p> <p>OTHERS .....</p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>

**Positions held**

Please indicate here the positions held during your professional career, with the corresponding dates, duties and responsibilities, and your reasons for leaving these positions. Please attach additional pages as necessary.

Position	Date	Duties	Reasons for leaving
----------	------	--------	---------------------

Please state any other relevant facts which might help to evaluate your application. List your activities in civil, professional, public or international affairs.

---

In view of the technical and scientific work carried out by the Agency and the latter's relationship with WHO, it is important to safeguard the impartiality and objectivity of the Agency. Therefore, the Director of the Agency must be perceived as impartial and acting in the exclusive interest of the Agency. For these reasons, it is important to have a clear picture of any interests you, your spouse and any dependent children may have which overlap or conflict with the mandate of the Agency, and which you are requested to list below. Please refer, for guidance, to the declaration of interests form for designated WHO staff annexed hereto, which the successful candidate to the post of Director will in any event be required to complete before appointment. The information you provide below will be treated confidentially, though reference to such interests might be necessary in certain circumstances as part of the IARC Governing Council's consideration as part of the selection process.

Please attach a list of your main publications - especially in the field of public health, with names of journals, books or reports in which they appeared. (Do not attach the publications themselves.)

---

Please evaluate your qualifications and suitability for the post of Director, IARC, bearing in mind the description of IARC and its work (see cover sheet). In so doing, please make reference to specific elements of your curriculum vitae to support your evaluation.

---

I certify that the statements made by me on this form are true, complete and correct. I understand that any false statement or required information withheld may provide grounds for the withdrawal of any offer of appointment or the termination of any contract of employment with the Organization.

Date and place: ..... Signature: .....



## DECLARATION OF INTERESTS FOR DESIGNATED WHO STAFF<sup>1</sup>

In compliance with Staff Rule 110.7.2 and WHO Manual II.5.910, designated staff are required to complete this form in respect of themselves, their spouses and any dependent children.<sup>2</sup>

### What type of interest needs to be declared?

Designated staff must report any interest in (including association with) any entity with which they may be required, directly or indirectly, to have official dealings on behalf of the Organization,<sup>3</sup> or which has a commercial interest in the work of WHO, or a common area of activity with WHO. In addition, as a result of WHO's strong stance against tobacco use, and the need to ensure impartiality in relation to commercial pharmaceutical entities, it is considered relevant for designated staff to disclose to the Organization whether they, their spouses or dependent children have any relationship with any part of what may be called "the tobacco industry" and/or the pharmaceutical industry.

Different *types of interests* can be envisaged. The following non-exhaustive list is provided for guidance:

1. a proprietary interest in a substance, technology or process (e.g., ownership of a patent), relevant to WHO's work;
2. a financial interest, e.g., shares or bonds, in a commercial entity with which a staff member may be required, directly or indirectly, to have official dealings on behalf of the Organization, or which has a commercial interest in the work of WHO, or a common area of activity with WHO (except share holdings through general mutual funds or similar arrangements where the staff member has no control over the selection of shares<sup>4</sup>);
3. an employment, consultancy, directorship, or other position or association, whether or not paid, in any entity with which a staff member may be required, directly or indirectly, to have official dealings on behalf of the Organization, or which has a commercial interest in the work of WHO, or a common area of activity with WHO, or an ongoing negotiation concerning prospective employment or other association with such entity;
4. performance of any paid work or research commissioned by an entity with which a staff member may be required, directly or indirectly, to have official dealings on behalf of the Organization, or which has a commercial interest in the work of WHO, or a common area of activity with WHO; and
5. a family interest in which, for example, a spouse or dependent child is employed by an entity from which goods and/or services are purchased on behalf of WHO.

**How to complete this Declaration:** Please complete this Declaration and submit it under confidential cover to the Office of the Legal Counsel (LEG)

**Assessment and outcome:** The Director-General decides on the compatibility of any interest declared by a staff member with Article I of the Staff Regulations, and on any action to be taken. Information disclosed on this Declaration by staff members may be made available to their supervisor when the Director-General considers this to be in the interests of the Organization. This information may be made available to persons outside of WHO only when the objectivity of the work of WHO has been questioned such that the Director-General considers disclosure to be in the best interests of the Organization, and then only after the staff member concerned has had an opportunity to comment.

---

<sup>1</sup> Nothing in this Declaration should be interpreted as suggesting that serving staff are entitled to be employed by, or have other types of associations with, outside entities, when such employment/association might otherwise be prohibited under the Staff Regulations and Rules.

<sup>2</sup> For the purposes of this Declaration, "spouse" includes a legally recognized domestic partner (see Information Note 22/2006). "Dependent children" is defined in Staff Rule 310.5.2. As a rule of thumb, if a dependency allowance is received for children, they should be included in the Declaration.

<sup>3</sup> When identifying entities with which a staff member "may be required" to have dealings, any entities in which it is reasonably possible during the course of the staff member's official duties that he/she might be called upon to have contact, even though no such contact is immediately foreseen, should be included. Of course, if what was reported as a mere possibility of future contact actually materializes as an impending contact, the staff member should immediately report this fact to the Director-General in advance of undertaking any actual contact.

<sup>4</sup> This exception would not apply to funds or similar arrangements which focus on industries which have commercial interests in the work of WHO or common areas of activity with WHO.

**Please respond to the following three requests for information:**

**Declaration:**

1) Have you, your spouse or dependent child(ren) any interest in (including association with) any entity with which you may be required, directly or indirectly, to have official dealings on behalf of the Organization, or which has a commercial interest in the work of WHO, or common area of activity with WHO, including any interest in a pharmaceutical company/product?

Yes:  No:  **If yes, please give details in the box below.**

2) Do you, your spouse or dependent child(ren) have an employment or other professional relationship with any entity: (i) directly involved in the production, manufacture, distribution or sale of tobacco or any tobacco products or pharmaceutical products; or (ii) directly representing the interests of such an entity?

Yes:  No:  **If yes, please give details in the box below.**

(If additional space is needed, please continue on a separate page.)

Type of interest, e.g. patent, shares (including number and current market value); employment, association, payment (including details on any compound, work, etc.);	Name of entity	Indicate whether held by you, or your spouse, or your dependent child(ren)?

3) Is there anything else that could affect your objectivity or independence in the performance of your duties for WHO, or the perception by others of your objectivity and independence? **If yes, please specify below.** (If additional space is needed, please continue on a separate page):

I hereby declare that the disclosed information is correct and complete. I recognize that the completion of this Declaration is without prejudice to my obligations under the WHO Staff Regulations and Rules, in particular Article 1 of the Regulations setting forth the duties, obligations and privileges of staff members. I undertake to update this Declaration in the event of any material change in these circumstances and, in any event, at least annually.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name (please print)

\_\_\_\_\_  
Title (please print)

-----  
<sup>5</sup> For the purposes of this Declaration, "spouse" includes a legally recognized domestic partner (see Information Note 22/2006). "Dependent children" is defined in Staff Rule 310.5.2. As a rule of thumb, if a dependency allowance is received for children, they should be included in the Declaration.

<sup>6</sup> See footnote 5 above.

<sup>7</sup> The concept of "material change" allows for some flexibility of interpretation, thus in the event of any doubt the staff member should consult the Office of the Legal Counsel. However, as an example, any change in the companies in which stocks are held should be reported, but it is safe to assume that any change of less than 20% in the *number* of a stock of a company already held would not be a material change. An increase in the *value* of stock, without a change in the number, would not by itself be a material change.



Address to which correspondence should be sent:	Telephone:  Mobile phone:  Fax:  E-mail:
---	--

**Degrees/certificates obtained:**

(Please indicate here the principal degrees/certificates obtained, with dates and names of institutions. Additional pages may be added.)

<b>Knowledge of languages</b>		Mother tongue	Speak	Read	Write
<p>For languages other than mother tongue, enter the appropriate number from the code below to indicate the level of your language knowledge. If no knowledge, please leave blank.</p> <p>CODE: 1. Limited conversation, reading of newspapers, routine correspondence.</p> <p>2. Engage freely in discussions, read and write more difficult material</p> <p>3. Fluent (nearly) as in mother tongue</p>	Arabic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Chinese	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	English	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	French	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Spanish	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Russian	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Others (please specify)				

**Positions held**

Please indicate here the positions and work experience held during your professional career, with the corresponding dates, duties, achievements/accomplishments and responsibilities. Additional pages may be added.

Please state any other relevant facts that might help in the evaluation of your application. List your activities in civil, professional, public or international affairs.

Please list here a maximum of 10 publications - especially the main ones in the field of public health, with names of journals, books or reports in which they appeared. An additional page may be used for this purpose, if necessary. (Please feel free also to attach a complete list of all publications.) Do not attach the publications themselves.

Please list hobbies, sports, skills and any other relevant facts that might help in the evaluation of your application:

**WRITTEN STATEMENT**

1. Please evaluate how you meet each of the “Criteria for candidates for the post of the Director-General of the World Health Organization” (see attached sheet). In so doing, please make reference to specific elements of your curriculum vitae to support your evaluation. The criteria adopted by the World Health Assembly in resolution WHA65.15 are the following:

- (1) a strong technical background in a health field, including experience in public health;
- (2) exposure to and extensive experience in international health;
- (3) demonstrable leadership skills and experience;
- (4) excellent communication and advocacy skills;
- (5) demonstrable competence in organizational management;
- (6) sensitivity to cultural, social and political differences;
- (7) strong commitment to the mission and objectives of WHO;
- (8) good health condition required of all staff members of the Organization; and
- (9) sufficient skill in at least one of the official working languages of the Executive Board and the Health Assembly.

2. Please state your vision of priorities and strategies for the World Health Organization.

## **Annex 7**

### **Governing Council Fifty-fourth Session**

**GC/54/R21**

*Lyon, 17–18 May 2012  
Auditorium*

### **ESTABLISHMENT OF A SCREENING PROCESS FOR THE POSITION OF DIRECTOR**

The Governing Council,

1. DECIDES that, upon receipt of the copies of proposals referred to in the Rule 46 (3) of the Rules of Procedure of the Governing Council, each Participating State may convey to the Chair of the Governing Council the names of up to three candidates, in addition of the present Director, whom it proposes to be interviewed for the position of Director;
2. AGREES that the Chair of the Governing Council, together with the Director-General of WHO, will identify the three candidates with the highest number of requests for interview and for whom at least four Participating States have expressed such request, for interview by the Governing Council at its May 2013 session. In the event of a tie, the Chair of the Governing Council, together with the Director-General of WHO, may decide to invite more than three candidates for interview;
3. Also AGREES that the serving Director will automatically be invited for interview without regard to the process described in this resolution, if he expresses his interest;
4. AGREES that the Governing Council will elect a person by secret ballot from among the candidates invited for interview; and
5. DECIDES that the names of the candidates to be interviewed will be published on IARC's web site, unless a candidate requests his or her name not be published.

## **Annex 8**

**Governing Council  
Forty-ninth Session**

**GC/49/R20**

*Lyon, 10–11 May 2007  
Princess Takamatsu Hall*

### **ESTABLISHMENT OF A SCREENING PROCESS FOR THE POSITION OF DIRECTOR**

The Governing Council decides that, upon receipt of the copies of proposals referred to in Rule 46 (3) of the Rules of Procedure of the Governing Council, each Participating State will convey to the Chair of the Governing Council the names of up to eight candidates whom it proposes to be interviewed for the position of Director.

The Chair of the Governing Council will identify the eight candidates with the greatest number of requests for interview from Participating States to be invited for interview by the Governing Council at its May 2008 session. In the event of a tie, the Chair of the Governing Council may decide to invite more than eight candidates for interview.

The serving Director will automatically be invited for interview without regard to the process described in this resolution.

The Governing Council will elect a person by secret ballot from among the candidates invited for interview.

## Annex 9



---

20, AVENUE APPIA – CH-1211 GENEVA 27 – SWITZERLAND

[...]

23 January 2013

Dear Member of the Governing Council, IARC,

**Subject: Selection, Director, International Agency for Research on Cancer**

You will recall that I wrote to you by electronic mail on 8 November 2012, providing an update concerning the process leading to the selection to the post of Director, IARC, which will take place at our meeting in May 2013. A copy of that message is enclosed for ease of reference, including with regard to important dates. In particular, I remind you that the end of working hours in Geneva on 20 February 2013 is the deadline for the receipt by the WHO's Director-General of proposals for candidates. I also note that the 8 November message referred to end March 2013 as an approximate deadline for receipt by me of communications from Participating States of the names of up to three candidates whom each Participating State proposes be interviewed (noting that the current Director will be automatically invited for interview). Following consultation with the Legal Counsel, this date will be 10 April 2013.

As explained in my earlier message, I have consulted further with the Director-General and WHO's Legal Counsel and with the Vice-Chairman of the Governing Council, Dr Mark Palmer, concerning the interview and selection processes. In light of these consultations, I am now writing to you with further details.

**General**

In order to ensure that all candidates are treated fairly, and the legitimacy of the process is respected, it will be essential to adhere strictly to the Governing Council's Rules of Procedure as supplemented by GC Resolution 54/R21, a copy of which is enclosed for ease of reference. In addition, there are aspects of the process that are not foreseen in the Rules and Resolution, in particular, the manner in which the candidates will be interviewed. For these aspects, it is best to rely on an accepted model, namely that used for the nomination of WHO's Director-General by the Executive Board. This model is already a part of WHO's governance, will be familiar to Participating States, has withstood the test of time and is generally considered by Member States as an effective and thorough selection process.

With this as background, it is proposed to proceed as follows:

**1) Candidates to be interviewed**

In accordance with GC/54/R21, together with WHO's Director-General, I "will identify the three candidates with the highest number of requests for interview and for whom at least four Participating States have expressed such request, for interview by the Governing Council at its May 2013 session. In the event of a tie, the Chair of the Governing Council, together with the Director-General of WHO, may decide to invite more than three candidates for interview".

As also stated in the Resolution, "the serving Director will automatically be invited for interview without regard to the process described in this resolution, if he expresses his interest". Dr Wild has written to the Director-General and informed her that he would like to put himself forward as a candidate for a second term. As a result, in the absence of a tie, there will be at most four candidates to be interviewed.

In accordance with GC/54/R21, the names of the candidates to be interviewed will be published on IARC's web site, unless a candidate requests that his or her name not be published.

I will inform WHO's Legal Counsel of the names of the candidates to be interviewed. WHO will contact these candidates to make administrative arrangements and to describe the interview format. Candidates will be required to be present in Lyon on 16 May 2013.

**2) Order of interviews**

All interviews will be conducted on the first day of the Governing Council's 55th Session, namely 16 May 2013, during a closed session. Before the interviews begin, I will draw by lot the order in which the candidates will be interviewed.

**3) Interview format**

Each interview will last one hour. Thirty minutes will be allotted for a presentation and thirty minutes for a question and answer session.

**(i) Presentation**

The subject of the presentation will be two-fold: a short introduction during which the candidate will explain why he or she should be selected for the position, followed by a presentation of the candidate's "vision for IARC, future priorities and how you would address them". Candidates will be timed, and will be advised when they are three minutes from the expiry of the allotted time for the presentation. Once the thirty minutes have expired, I will advise the candidate accordingly and request him or her to terminate the presentation.

**(ii) Question and Answer session**

While each candidate is making his or her presentation, each Governing Council member will be invited, if he or she wishes, to write down one interview question in English or French. At the end of each candidate's presentation, the papers upon which the questions are written will be collected and put into a box. I, as Chairman, will randomly pull a paper from the box, and the question will be read to the candidate. The question will be asked in the language in which it is written, and candidates will be told they may reply in English or French. When reading the question, I will also identify the Governing Council member who posed the question, thus each question should include the identity of the member who posed it.

Three minutes will be allotted for the answer to each question. Candidates will be timed, and will be advised when they are approaching the end of the time allotted. Questions will be posed until the candidate has used up his or her thirty minutes.

The same process will be carried out anew for each candidate. In practical terms, this means that the candidates will not be asked the same, or at least not all of the same, questions. (Only if a Governing Council member were to ask the same question of two candidates, and only if that question were to be pulled from the box during the question and answer session for both candidates, would two candidates be asked the same question). This process avoids, to the extent possible, candidates being given advance information concerning the questions to be posed. It no doubt goes without saying that all persons involved in the selection, including Governing Council members, are obliged to respect the confidentiality of the proceedings.

#### **4) Discussion of candidates**

Discussion among Governing Council members regarding the relative merits of the candidates must not occur during or between interviews. Experience has shown that any such discussion may give rise to future challenges or questions concerning the regularity of the electoral process. The short-listing and interview processes are deemed to be sufficient for each Governing Council member to make a well-informed voting decision.

#### **5) Voting**

Voting will occur upon the conclusion of the interviews. Depending on the number of candidates who are interviewed and the wish of the Governing Council, we may decide to take a short lunch break between the conclusion of all of the interviews and the vote.

In accordance with Rule 46.5 of the Rules of Procedure: "The selection of the Director of the Agency shall take place at a closed meeting of the Governing Council. The Governing Council shall elect a person by secret ballot from among the candidates proposed. If, in the first ballot, no candidate obtains the majority, additional ballots shall be taken and 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 there is a tie between these two candidates after three further ballots, the procedure established by this paragraph shall be recommenced. In this event the Governing Council may propose additional candidates."

This Rule was supplemented by GC/54/R21, which states that "the Governing Council will elect a person by secret ballot from among the candidates invited for interview".

After the voting is completed, the closed session will be suspended for approximately 15 minutes, during which time I will inform the candidates of the outcome. The session will then re-commence, and the results of the vote will be announced in open session. Members will be presented with a draft resolution for the purpose of submitting to WHO's Director-General the name of the person selected by the Governing Council "to permit [her] to effect the appointment on such terms as the Governing Council may determine" (Rule 46.6 of the Rules of Procedure).

The work of the Governing Council will then continue with the next item on the agenda.

## 7) **New Participating States**

At the time of writing, one WHO Member State – namely, Brazil - has formally applied for admission as a new Participating State of IARC. In accordance with Rules 50 and 51 of the Rules of Procedure, this application will be the first item on the agenda of the 55th session. Once admitted as a Participating State, Brazil will participate in the selection process as described in this letter in the same way as all other Participating States.

I am not aware of any other WHO Member State that has formally applied for admission as a new Participating State of IARC. However, if any other application were to be received in accordance with the Rules, the application would be considered immediately after the application of Brazil.

## **Conclusion**

I trust the foregoing provides you with a detailed description of the interview and selection process. At the outset of our closed session on 16 May 2013 I will confirm with the Governing Council that the process described above will be followed. Please bear in mind that there will be insufficient time at that stage to debate at length alternative approaches, and that the candidates will be waiting for the interviews to begin. Let me add in this connection that, for obvious reasons of fairness and transparency, I will have to inform the short-listed candidates in advance concerning the detailed modalities of the interview. This will, in particular, allow them to prepare themselves for their presentations. Consequently, any last-minute change to those modalities may negatively affect them and, most importantly, will affect the perception of the legitimacy and regularity of this important process. It is absolutely essential to avoid any such perception. I am certain that I can rely on your cooperation for the smooth running of our proceedings, so that the legitimacy of the selection is ensured and all candidates are treated with objectivity and fairness.

Yours sincerely,

Dr Pekka Puska  
Chairman, Governing Council, IARC