SEVENTY-FIFTH SESSION
Sofia, Bulgaria, 13-14 June 2005
Provisional agenda item 8

RECOMMENDATION BY THE EXECUTIVE COUNCIL TO THE GENERAL
ASSEMBLY OF A NOMINEE FOR THE POST OF SECRETARY-GENERAL
FOR THE PERIOD 2006-2009

Note by the Secretary-General

In the attached document, the candidatures for the post of Secretary-General
of the Organization for the period 2006-2009, which reached the Secretariat before
the deadline of 31 March 2005 set by the Council in decision 20(LXXIV), are
transmitted to the Members of the Council.

This working document will be considered during the Executive Council session.
Delegates are requested to bring their copies with them to the meetings.
RECOMMENDATION BY THE EXECUTIVE COUNCIL TO THE GENERAL
ASSEMBLY OF A NOMINEE FOR THE POST OF SECRETARY-GENERAL
FOR THE PERIOD 2001-2006

1. In accordance with rule 29 of its Rules of Procedure, the Executive Council is
required to recommend to the Assembly a nominee for appointment to the post of
Secretary-General.

2. All the procedures for the election of the Secretary-General are laid down in
Article 22 of the Statutes and rules 29 and 16 of the Council’s Rules of Procedure.
All necessary clarifications on the subject, made in document CE/74/15 submitted to
the Council at its previous session, are taken up in the corresponding decision of that
session. These texts have been gathered together and will be made available to
delегations that may need them during the session.

3. In accordance with the prescribed procedure, the following candidatures were
announced as indicated below. On 1 April 2005, after the deadline for the
submission of candidatures set by the Council had passed, a note verbale was sent
to all Member States in order to keep them informed.

<table>
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<th>Date of receipt</th>
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<tr>
<td>31 March 2005</td>
<td>South Africa</td>
<td>Mrs. Tanya Abrahamse</td>
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<tr>
<td>28 February 2005</td>
<td>France</td>
<td>Mr. Francesco Frangialli</td>
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<tr>
<td>31 March 2005</td>
<td>Bulgaria</td>
<td>Mr. Dimitar Hadjinikolov</td>
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4. In the case of the candidatures of Mr. Francesco Frangialli and of Mr. Dimitar
Hadjinikolov, all the documents required by the abovementioned rules of procedure
were provided.

5. In the case of the candidature of Dr. Tanya Abrahamse, a submission letter
from the Department of Environmental Affairs and Tourism of South Africa was
received on 31 March, the final day for submission, accompanied by the curriculum
vitae and statement of intent of the candidate. The abovementioned letter stated that
government approval for this candidacy was pending. The Secretariat thus tried to
clarify this situation through the Embassy of South Africa in Madrid, with the
understanding that if such approval were to be received, it would in any case arrive
past the established deadline.
6. It will be up to the Executive Council to decide whether or not the candidature of Dr. Abrahamse is admissible. In light of this uncertainty, the Secretary-General proposed to the Chairman of the Council that the documents pertaining to this candidature be included in the present document so that the candidature can be taken into consideration as the case may be, a proposal that the Chairman accepted. This manner of proceeding has received the approval of the Legal Adviser of the Organization.

7. The curricula vitae and statements of policy and management intent of each candidate are attached to this document (in alphabetical order, as prescribed in Executive Council decision 11(LIV)). These documents were prepared by the candidates under their own responsibility. The translations were either done by the WTO Secretariat and approved by the candidates or were forwarded direct to the Secretariat by the candidates themselves.

8. The annex to the present document recapitulates the rules and procedures in force for the election of the Secretary-General of the Organization, complemented as necessary for their interpretation by comments by the Legal Adviser of the Organization. Also reproduced is the text of decision CE/DEC/11(LIV) and that of the Guiding Principles for the Conduct of Elections by Secret Ballot.
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BIOGRAPHICAL NOTE

Tanya Abrahamse was born in Cape Town and University trained in Zambia and the UK. She has a BSc from the University of Zambia, an MSc from the University of London’s Imperial College and a PhD from the University of Westminster (formerly the Polytechnic of Central London).

She did her PhD research on small-scale farmers in Zambia, worked for the South African liberation movement in the UK, and as a rural development consultant in Zimbabwe before returning to South Africa in 1991. While in the UK she represented the movement at various meetings and conferences in Britain, Europe and Africa.

Back home she worked for and became the Director of the Environmental Development Agency (EDA), one of the oldest rural and local economic development NGO’s in South Africa. She participated in the development of the Reconstruction and Development Policy (RDP) and Land Reform Policy, as well as sat on a number of economic policy think tanks and processes in the run-up to South Africa’s first democratic elections in 1994.

A month after the new government she was asked to head the facilitation and development management of the Reconstruction and Development Programme (RDP) Fund in the President’s Office. Two and a half years later she did a brief stint in the Department of Housing developing the Rural Housing Policy before moving to the Department of Environmental Affairs and Tourism (DEA&T) in 1997.

At DEA&T she led the transformation of the department and was Deputy Director General of the Resource Use branch which included Marine and Coastal Management, Biodiversity and Heritage Management, and Tourism.

While in government she lead and/or participated in a number of decision-making and policy processes including these that produced:

- The White Paper on the RDP
- The RDP Integrated Rural Development Policy
- Masakhane Campaign
- Spatial Development Initiatives Programme
- Rural Housing Policy
- The National Environmental Act
- National Heritage Resources Act
- The Coastal Management Act
- Tourism in GEAR
Also while in government she represented South Africa at a wide variety of bilateral and multilateral conferences, meetings and events including:

- USA-SA (Gore/Mbeki) Commission – led environmental sub-committee
- German-SA Binational Commission – led negotiations on environmental issues
- Non-aligned Movement – represented/led SA on socio-economic commission
- UNESCO World Heritage Committee – led delegation on our first 3 inscribed sites
- UN Commission on Sustainable Development – representing South Africa
- The Danish-SA Environmetal Co-operation Committee - Chair
- World Bank meetings in SA and abroad

She joined the Tourism Business Council of South Africa (TBCSA), the peak industry body created to give ‘One Voice’ for the tourism industry and partner government in key tourism policy, strategy and implementation, in May 2000 as its Executive Director. She has sat and/or currently sits on a number of boards and key decision making bodies in the tourism sector including:

- SA Tourism – government’s international marketing agency
- Tourism Marketing South Africa (TOMSA)- the tourism levy body
- Tourism and Hospitality Education & Training Authority (THETA)
- South African National Parks – Chair of the Tourism Committee
- The Lotteries Distributing Agency: Arts, Culture and National Heritage
- Tourism Grading Council (TGCSA) – founder and currently Vice-chair
- The Tourism Enterprise Programme – to support SMME’s
- The Regional Tourism Organisation of Southern Africa (RETOSA)
- World Tourism Organisation (WTO) advisory committee and;
- The Travel Partnership Corporation (TTPC) - the global roll-out of the .travel domain.

In addition she played a leading role on the Tourism Black Economic Empowerment (BEE) scorecard and charter process and the public/private partnership policy development for nature based tourism as well as advising on the country’s review of Aviation Policy.
Dr Abrahamse has represented the developmental, environmental and tourism sectors at a vast range of conference and meetings in South Africa, as well as represented her country at a range of bi-lateral and multilateral events and, over the years of her career, developed an understanding of the key political, developmental, social and economic successes and challenges of our country.
STATEMENT OF INTENT AND MANAGEMENT

The World Tourism Organisation (WTO) has great potential for creating a global environment for tourism to thrive and be sustainable, and in so doing, contribute meaningfully to member countries economies, create quality jobs and strong businesses, foster constructive multilateral and bi-lateral relationships and contribute to global peace and security.

Much was achieved when WTO was an organisation outside of the UN system. Now that it is an official UN agency, it needs a vision and strategic approach that forwards the noble UN objectives, that has buy-in from all member states, that adds value to the global tourism economy and individual countries and that creates a level playing field for the developed and particularly the developing countries to compete fairly and equally.

As a potential candidate for this post I see four key and broad challenges for the WTO going forward into the UN and as a body that must add value for member states. Overcoming these challenges will contribute greatly to the transformation and deepen the maturity and sustainability of this fastest growing economic sector in the world.

1. Identify, negotiate and get multilateral agreements to resolve the key global impediments to tourism flows (both in terms of travellers and money) on the grounds that greater equity and universal access to opportunities will create growth for all countries.

2. Review, improve and make accessible and market useful statistics, information, market intelligence and best practice models for member countries. In addition, work towards a better understanding of the tourism economy at global, country and local level, that is useful, useable and affordable to assist member states in planning and capacity building.

3. Engage with the information revolution at a global level to set broad standards and foster greater accessibility and affordability so that the tourism economy can impact positively on a broader range of players - particularly small and medium businesses and developing countries.
4. Identify the key sustainability drivers in the tourism economy at global, national and local level including; quality jobs and career development; worker involvement; heritage and culture conservation, environmental protection, local community involvement, infrastructure demand, business tourism potential and local and regional tourist potential – and set in place (or work with sister organisations to set in place) global standards and best practice agreements.

Tourism is the fastest growing economy in the world and is essentially a trade relationship with in-country consumption of product. At present the largest volume of travellers and tourists come out of Europe and North America. While some European cities, eg London and Paris, remain favourite destinations, increasingly countries in the developing world are becoming destinations of choice. If handled well the tourism 'buck' can flow into all sectors of a country's economy (transport, agriculture, clothing and textiles, etc) but unfortunately the case is that much of tourism spend remains in the country of origin – called 'leakage'. Many countries struggle with and spend enormous resources on developing models to overcome this problem.

The WTO needs to work at making and advising on 'best-practice' models that work and encourage sharing information. At the same time WTO needs to negotiate and mediate at the source market interface setting standards, benchmarks and universal business ethics to reduce leakage as much as possible.

International agreements, in many cases negotiated and agreed in other multilateral bodies, have enormous impact on the global tourism economy, for example airline access and visa requirements agreements, international airport standards, world heritage status, environmental and nature conservation, global safety and security pacts etc, etc. WTO, in its new UN role, needs to constructively engage with these bodies and processes, making the case for tourism growth and flow.
WTO has done a good job at setting out world tourism statistics, global trends and setting out standardized definitions. However, the accessibility, usability and usefulness needs to be reviewed through a member states needs-assessment. While understanding the global trends in terms of visitor numbers will remain important, a deeper understanding of the global tourism economy at global level and greater emphasis on forecasting and getting a broad understanding of new and emerging market segments will assist in getting better and more cost-effective and efficient planning for member states. In addition, WTO will need to develop a more compact, 'rapid result' type Satellite Accounting system and transaction/value chain analysis models that could be more useful (and more affordable) for countries and businesses to configure their branding and business models.

The WTO faces a challenging future as an organisation that must will give concrete potential economic benefits for all member states, both in the developed and developing world. Much of it will be helped by getting a clear agreement on core business and mandate going forward, on focusing on key deliverables, on cementing key relationships with other multilateral bodies, on putting a human resource framework together that can deliver on the agreed mandate and putting the organisation on a sound financial footing. In addition, it will need leadership that can communicate clearly and universally, can negotiate with passion supported by sound economic facts and logic.

Essentially global tourism impact on and is impacted upon by many spheres, the political, social, environmental, resource use and management and the economic.

The WTO has the potential to bring together a clearer universal, understanding of this complex yet fastest growing economic sector, can and must impact positively on the transformation of global tourism away from a north/south often exploitative paradigm, aim to increase and spread benefits of this sector – both in terms of business but also in terms of greatly broadening access to a wider consumer base so that leisure and travel can improve quality of life.

The thread running throughout my career has been how best to use natural resources, environmental attributes and management tools to contribute to the improvement of the quality of lives of people, whether at a local, regional or national level. This vision of empowerment, equitable sharing, access to information, use and sustainable management of social, economic and environmental resource is still a driving force.
Over the past 20 years I have gained invaluable skills and experience in: institutional and organizational development; finance and human resource management; strategic, operational, funding and project planning and management; communication, marketing, public relations, international relations, research, consultative processes, constitutional and legislative compliance and governance; and business management and development – in both the public and private sector.

The last 6 years I have focused on the tourism sector and economy, at first as head of tourism in the South African Government (as well as head of Biodiversity and Heritage and Marine and Coastal Management), and then as Executive Director of the Tourism Business Council of South Africa, the umbrella body representing the breadth of the tourism industry. My many years of experience and consistent high performance in a range of fields including tourism gives me confidence that I can play this key leadership role in the World Tourism Organization.

Thank you for your consideration of my candidature.

Prepared by:
Dr Tanya Abrahamse
16/03/05
CANDIDATURE OF MR. FRANCESCO FRANGIALLI
PROPOSED BY THE GOVERNMENT OF FRANCE

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BIографICAL NOTE

Personal data

Francesco Frangialli, of French nationality, was born in 1947 in Paris. His father, Italian by birth, was a company director and his mother, French by birth, a dental surgeon. In 1978 he married Leila Niiranen, a diplomat of the Finnish Government. They have three children: Laura (1980), Philippe (1982) and Nicolas (1985). A counsellor at the Cour des Comptes (Court of Audit) and a reserve officer in the Naval Supply Service, he has received the National Order of Merit and the Legion of Honour from the French Government and various decorations from other countries. Of French mother tongue, he also works in English and has gained a working knowledge of Spanish.

University education (1964-1972)

After completing his secondary education in Paris, he studied economics at university, earning a degree and the title of "Lauréat de l'Université de Paris" (awarded after a competitive examination in economics). He later obtained two postgraduate diplomas in economics and public law. At the same time, he completed a degree programme in political science, ranking second in the class of 1968 at the Institut d'Études Politiques de Paris – "Sciences Po" - (Paris Institute of Political Studies).

Administrative career in France (1972-1986)

After completing his military service in the French Navy, he trained as a young civil servant in the École Nationale d’Administration (ENA), and in 1972 entered the Court of Audit, to which he continues to belong today as a counsellor on leave of absence.

Outside the Court of Audit he was, from 1972 to 1976, entrusted with various studies for the Analysis and Forecasting Centre of the Ministry for Foreign Affairs and the National Planning Commission, later becoming a member of the staff of the Minister responsible for Universities. From 1978 to 1980, he served as adviser to the Minister for Youth, Sports and Leisure. From 1982 to 1986 he was Technical Adviser to the President of the Regional Council of Basse-Normandie, with responsibility for agricultural development and town and country planning matters in that region.
National expertise in tourism (1978-1989)

Responsible initially for the tourism sector, he served on the Minister's staff from 1978 to 1980, later becoming manager of a professional and parliamentary association of the sector. He returned to this field in 1986 on the staff of the Secretary of State attached to the Ministry of Industry. From 1986 to 1989, as Director of the Tourism Industry, he served as the most senior officer of the French tourism administration. He was also appointed member of the board of the company Air France and a member of the National Tourism Council.

Among other activities, he supervised several major statistical surveys and market studies, participated in the creation of the national promotion office (Maison de la France) and the establishment of regional tourism structures, published the national tourism accounts, and negotiated multiyear development contracts with the regions. He prepared cooperation agreements with the Environment and Culture ministries, modernized and simplified regulations governing tourism enterprises, and launched a policy for the renovation of social tourism facilities.

International relations

While serving with the French Government, Francesco Frangialli gained wide international experience, participating in the preparation and implementation of various bilateral tourism cooperation agreements and representing France on the OECD Tourism Committee and the Council of Ministers of the European Union. He contributed to the preparation of the first Community initiatives in the field of tourism (European Year of Tourism, directive on package tours, etc.). From 1986 to 1989 he was the Permanent Representative of France to the WTO. He sat on the WTO Executive Council and organized the General Assembly of 1989 in Paris.

As Secretary-General of the World Tourism Organization since 1990 (also see below), he has concluded various cooperation agreements with governments and other international institutions, been received by many heads of State and of government, organized various international conferences, as well as four major forums for parliamentarians and local authorities, addressed the United Nations General Assembly and ECOSOC and spoken at important meetings, including those of the World Bank, the World Trade Organization, OECD, UNDP, UNESCO, the Arab League, the Organization of the Islamic Conference, the European Union, Iberoamerican ministers of tourism, the Commonwealth of Independent States, APEC, and PATA.
Experience with the World Tourism Organization (1990-2005)

In January 1990 he joined WTO as Deputy Secretary-General under Antonio Enríquez Savignac, whom he succeeded on his departure, at the request of the Executive Council, as Secretary-General ad interim from September 1996 to December 1997.

In October 1997 he was elected Secretary-General for the period 1998-2001 at the Istanbul session of the General Assembly. He has helped to strengthen the Organization administratively, technically and financially, to increase the number of member States, and to open it more widely to public-private partnership while respecting its intergovernmental status. On his initiative, WTO proposed and secured the adoption by the United Nations of the Tourism Satellite Account methodology, approved the Global Code of Ethics for Tourism, which it then submitted to the United Nations General Assembly, and brought about the inclusion of tourism in the agenda of the 2001 Brussels Conference on Least-Developed Countries.

Francesco Frangialli was re-elected Secretary-General for the period 2002-2005 by the General Assembly held in Seoul and Osaka in September 2001. During this period he successfully led the transformation of the Organization into a specialized agency of the United Nations, spurred the action of the “Tourism Recovery Committee” following 11 September 2001 and in response to the crises faced by the sector, coordinated the activities for the United Nations’ International Year of Ecotourism, and achieved the inclusion of tourism in the “plan of action” of the World Summit on Sustainable Development held in 2002 in Johannesburg. At the WTO General Assembly in Beijing in 2003, he launched the ST-EP initiative for the use of sustainable tourism development as an instrument for poverty alleviation.

He has steered the WTO to the exploration of new subjects, such as the measurement of the economic impact of tourism, crisis management, the liberalization of trade in services, youth and senior leisure activities, business and meetings tourism, snow and winter sports tourism, rural tourism, the management of cultural tourism sites and congestion problems, tourism and sport, tourism and communication, the interactions between tourism and climate change, destination management, the fight against organized sex tourism and against the exploitation of children in this sector.

University teaching career and publications

Concurrently with his administrative career, Francesco Frangialli taught, between 1978 and 1989, at various university institutions: the University of Paris II, the Institute of Political Studies and the International Institute of Public Administration, among others.

(TRANSLATION FROM FRENCH)

STATEMENT OF INTENT AND MANAGEMENT

“To consolidate, build and prepare”

"Is not constancy the greatest expression of strength?"
-Honoré de Balzac

"To govern is to anticipate"
-Pierre Mendès France

by Francesco Frangialli

In running for re-election to a third and final term as Secretary-General of the World Tourism Organization for the period 2006-2009, I am motivated by three goals:

- to consolidate what we have achieved;
- to build on the foundation of the advances we have made;
- to prepare for the future, and in order to do so, to embark on new and important areas of work.

I arrived at the course of action that I am now taking only after a long period of reflection. I hesitated before finally deciding, for it is never good for an institution to be identified for too long with the same person, and someone who carries such a responsibility ought to know when to step down. I joined the Organization in 1990, and have been its Secretary-General since 1998. By the end of the year, I will have been in Madrid for fifteen years—one quarter of my life.

I was of two minds about this decision: there was the sense of satisfaction of having discharged my duty, but at the same time, there was a feeling of great concern to ensure that the legacy of the collective action of the past several years would not be lost. The latter consideration prevailed.

* * *

When I arrived at the WTO, it was on the verge of disappearing. It had fewer than 110 members. In a span of a few years, we had lost Australia, Malaysia, the Philippines, Thailand, Costa Rica, Honduras, Panama, and Qatar, all countries that we were subsequently able to persuade to rejoin.

At the time, there was no money with which to take action: the contributions of the States hardly covered the salaries of the staff. There was virtually no programme of work anymore. With its frightfully bureaucratic image, the WTO appeared rather
unattractive. If I had been better informed about all this, I would certainly not have come on board!
I therefore helped my predecessor, Antonio Enríquez Savignac of Mexico, to take on the management of the Organization. Together with him at first, and then taking charge myself, we managed to turn things around:

- The membership grew by almost half. We now have 145 member countries, with more preparing to join.

- We modernized the Institution, computerized our Secretariat and moved from the dollar to the euro as our currency of account and management at the right moment; we have moved far away from deficit situations; we have substantially improved the collection of contributions and we have revised the contribution scale to make it more equitable.

- Our officials entered the “common system” and the United Nations Joint Staff Pension Fund; they now enjoy the full benefits of such arrangements, and in particular, a decent social protection system; their post classification is reviewed at regular intervals; there are no social conflicts at the WTO: this is one of the reasons why it is so effective.

- A real programme of work was rebuilt. The volume and diversity of its activities are impressive. There is no other United Nations agency that does as much for its members with such a small workforce.

- Our priority mission, established by Article 3 of our Statutes, in favour of developing countries, has been reaffirmed thanks to the capacity we have demonstrated to expand our technical cooperation activities far beyond our traditional role as an executing agency of the United Nations Development Programme (UNDP).

- We have been able to project a new image of the Organization, and of tourism in general, which the first World Conference on Tourism Communications (TOURCOM), held in Madrid in January 2004 was able to confirm.

*   *   *

We can be proud of what we have done. It has been a team effort, carried out with our Deputy Secretary-General, Dawid de Villiers, and a group of senior officials to whom I owe a great deal. It was made possible thanks to the unfailing support of the Executive Council—a veritable family spirit has been created, without which nothing would have been possible.
The logical thing would have been to stop there, and to leave on the crest of these successes. This is often the easiest way. However, after much reflection, I realized that it was necessary to wait a little bit longer for the time to be right, and to ensure that the transition happens under the best auspices. In a small structure like the WTO, everything is always fragile and nothing can ever be taken for granted. Transitions must be handled carefully; sharp discontinuities must be avoided. Today, we have a triple imperative: to consolidate what we have achieved, to build on the advances made, and at the same time, to prepare for the future by opening up new areas of work.

I. **Consolidating our achievements**

1. The first achievement, upon which all others depend, is our excellent financial situation. There was a time when countries were leaving or were not paying their contributions, and we had to dramatically lay off thirty people—one quarter of the Secretariat staff. Fortunately, this situation has been righted and we are no longer teetering on the edge of financial ruin, as was the case in 1986-1989. Over the last six biennial periods, we have systematically posted operating surpluses. We have no debt, and many international institutions would be happy to have our financial health.

   Nevertheless, we must remain vigilant and maintain absolute rigour in management. Things can quickly get out of hand if, for example, a large contributor country leaves or if there is a sharp and sudden inversion of trends in the currency markets. Our fixed costs remain structurally high, and this burden has been accentuated due to two recent decisions of the United Nations that apply to us: the modification of the "post adjustment" applicable in Spain for officials in the professional category on the one hand, and the revision of the salary scale for "general services" staff, as a result of a better assessment of the cost of living in Madrid, on the other.

   More than ever before, prudence must be our guide, and no expense must be undertaken unless we are certain of receiving the corresponding income. Efforts to diversify our resources (sale of publications, electronic library, receipts from technical cooperation...) must continue to be tirelessly pursued if we are to be less exclusively dependent on contributions from the States.
2. This consolidation also applies to the enlargement of our representativity. When we hold the General Assembly in Dakar, the WTO will have a minimum of 148 members. This represents remarkable progress. There is one particular region of the world, the area of the Gulf and the Arabian Peninsula, where we were once singularly absent, and which now—with the lone exception of the United Arab Emirates—has joined the WTO. Likewise, the recent arrival of Australia, which is expected to be followed by Timor-Leste and by Papua New Guinea, manifests the extension of our influence in the Pacific region. Two great gaps remain:

- the absence of the United States of America, whose presence we need not only because of its economic and political weight, but also as a major generating market and as the leading country in terms of tourism receipts;

- the non-membership in the WTO of the United Kingdom, Ireland, and the Nordic countries, which together represent another large generating zone for the rest of the world.

Substantial efforts have been made to address these gaps over the past few years. Such efforts are very close to yielding results. Only when the United States and the United Kingdom join the WTO will we be truly deserving of our title as a "world" organization.

The other dimension of our representativity is partnership, namely, the presence within the organization as non-governmental members of private enterprises, professional and labour associations, universities and research centres, NGOs, tourism bodies of local authorities..., in short, all the actors that make up the world of international tourism.

We have made advances in this area. We have created a Business Council and an Education Council, and we have put in place a Task Force for destinations. An issue that we have been grappling with for a long time, that concerning the nature of the Associate Members and the role of local authorities, is well on the way to being resolved. The draft amendment to Articles 6 and 7 of the Statutes, adopted in December 2004 by the Executive Council, constitutes a much more open and constructive text in the direction of partnerships than earlier drafts. I will therefore give my support to its adoption by the General Assembly. There remains the issue of the less-than-satisfactory evolution of the number and representativity of our Affiliate Members from the private sector, and a study is in progress to identify both the causes of this worrying phenomenon and the remedies to apply. A vigorous revival action should be decided upon in agreement with the Committee of the Affiliate Members, at the General Assembly in Dakar.
3. A third aspect of this consolidation of achievements lies in the
reinforcement in progress of relations between the WTO and the host
State of the Secretariat Headquarters, Spain.

The Organization, as does Spain, a major tourism country, has an
interest in the development of a more solid and more mutually enriching
relationship. In this regard, our conversion into a specialized agency of
the United Nations is an undeniable plus for the host country and can
contribute to a closer relationship. The creation, by common
agreement, of a Headquarters Committee to deal with legal, material,
and protocol issues relative to our presence in Madrid, and the joint
invitation that the Spanish Government and I have extended to host the
meeting of the United Nations Chief Executives Board in Madrid in
2006, are meant to further such a reinforcement.

4. The WTO Secretariat, despite its small size (some one hundred
 collaborators), enjoys a high-quality managerial staff. The structure in
place is streamlined and relatively unbureaucratic, thus allowing rapid
decision-making. But it must be borne in mind that the coming term of
office of the Secretary-General will be marked by an inevitable renewal
of this managerial staff, as a consequence of the retirements that are
expected to take place. Aside from the Deputy Secretary-General, five
department heads will have to be replaced in 2006 and 2007. We must
put in their place the right women and men, whether through internal
promotions or through external hirings. This is a necessary condition in
order to continue to provide our members with quality services. The
arrival of a new generation of officials will also constitute an opportunity
to enhance geographic distribution and to increase the diversity of our
team, which already includes representatives from some 39 countries.

In this respect, it is my intention, if my candidature is accepted, to call
upon Taleb Rifai of Jordan to serve as Deputy Secretary-General to
take the place of Dawid de Villiers of South Africa, who is retiring after
eight years during which he has made an extraordinary contribution to
the life of the WTO. A former minister of tourism and antiquities of his
country and a former chairman of our Executive Council, Taleb Rifai is
currently a senior official of the United Nations system. With him at my
side, it will be possible to constitute a united and complementary team
at the service of our Organization.
II. Building on the foundation of the major advances made

1. One of the major activities of the WTO since the early 1990s has been the elaboration and dissemination of a common language for all countries in the area of statistics and the measurement of the macroeconomic impact of tourism. The major milestones of this effort have been the Ottawa Conference on Tourism Statistics (1991), the approval of the definitions and classifications adopted in Ottawa by the United Nations Statistics Commission (1994), the Nice Conference on the Tourism Satellite Account (2000), and the Vancouver Conference on the same topics (2001).

A considerable effort of dissemination and popularization of all the statistical and economic analyses materials elaborated at these conferences has been made; such efforts have been accompanied by an impressive number of training actions. The Tourism Satellite Account is now a universally accepted concept, and the WTO can be proud of this accomplishment, even if it cannot prevent it from being trivialized sometimes.

Nevertheless, this account is far from settled—if I may use the expression—for much remains to be done. The next major step will be the holding in early October 2005 of a new large international conference co-hosted by Argentina, Brazil, and Paraguay. Our future research will focus on three areas: improved knowledge of the complex subject of employment in tourism; a more suitable measure of national tourism receipts, in conjunction with the International Monetary Fund, and taking into account the changes in the means of payment used by travellers; and finally, the transposition of the methodology of the tourism satellite account to the regional and local levels.

The effort in the area of statistics and national accounts must be kept up at all costs in order for the WTO to maintain, and to strengthen as much as possible, the level of credibility that it has been able to attain.

2. The second major advance of the past several years has to do with the adoption and implementation of the Global Code of Ethics for Tourism, an instrument that now constitutes a point of reference. It was a great moment in the history of the Organization when it was able to adopt by consensus, transcending any differences in the level of development, culture, or sensibility among its members, the Global Code of Ethics for Tourism at its 1999 General Assembly in Santiago, Chile. And it was extremely fulfilling for the Secretary-General to be able to report on this subject to the United Nations General Assembly the following year.
Since then, there has been a continuous effort to implement, disseminate and apply the Global Code of Ethics for Tourism. The vigorous actions that the WTO has successfully carried out in the area of the fight against organized sex tourism and against the exploitation of children were an extension of the Global Code of Ethics for Tourism. I was able to report on this to the Second World Congress against Commercial Sexual Exploitation of Children, held in Yokohama in 2001, at the initiative of the United Nations. We welcome the fact that other institutions—the European Commission, UNESCO, and more recently, UNICEF—have joined us on the path we first blazed.

The instrument for the Code's implementation, the World Committee on Tourism Ethics, is now operational. Presided by Mr. Diego Cordovez of Ecuador, it will be holding its third meeting in Tunisia on 16-17 May 2005. The Government of Italy has offered to host the Committee's headquarters in Rome.

Tourism does not only bring jobs for families, tax income for governments and foreign exchange receipts for central banks. It may also contribute to the unbridled exploitation of workers, the deterioration of natural sites and cultural assets, the loss of the most precious values of host communities, to climate change, or to the reduction of biodiversity. This is why the fight against the negative environmental, social and cultural effects of tourism should continue to be among our top priorities. If we ignore such effects, we run the risk of neglecting the real difficulties of our members, of encouraging non-sustainable forms of tourism, and also of losing part of our credibility.

3. The third major advance is having succeeded, over the years, in placing tourism—and in so doing, the WTO itself—at the forefront of the international community's actions in favour of sustainable development. We have been present at each of the major encounters of the past five years: the Brussels Conference on Least-Developed Countries (2001), the International Year of Ecotourism (2002), the Summit on Sustainable Development in Johannesburg (2002), and the Conference on Small Island Developing States (2005). This year, when the United Nations prepares a review of what has been accomplished five years after the Millennium Summit Declaration, tourism, thanks to our efforts, will not be absent. Momentum has been generated; we must not let it fall off.
The success that has crowned all others has been the conversion of the WTO into a specialized agency of the United Nations, which was finally decided on 23 December 2003. While favourable collaborations have been undertaken with institutions such as UNEP and UNESCO, we are still far from exploiting all the synergies with other organizations of the System which follow from this transformation. We should continue to progressively explore them, but without allowing ourselves to be drawn into the administrative inertia of the UN bureaucracy.

In this effort to follow up on and take advantage of the benefits of this conversion, the initiative we undertook last year to create, in conjunction with the Secretariat of the Chief Executives Board, an informal network of United Nations agencies and programmes having to do with tourism, appears to be one of the most promising. By virtue of such a network, we expect to make efficiency gains and to eliminate overlaps and duplication among institutions, which waste the money contributed by their members when, in the absence of coordination, they undertake overlapping and entangled initiatives. The objective will be to obtain official recognition of the existence of the Network and of the corresponding consultation and information mechanism at the meeting of the Chief Executives of the System, in the spring of 2006 in Madrid.

Aside from bringing these latent synergies into play, it is evident that the most valuable benefit of this transformation lies in the international community’s recognition of the importance of tourism. But it is not the only one: being able to participate in important coordination bodies such as the High-Level Committee on Programmes and the Chief Executives Board also represents a source of valuable information and a privileged platform of influence that are now open to us and that we must learn to use.

III. Preparing for the future

Consolidating what we have achieved and seeing through what we have undertaken are important; but they are not enough. We must also prepare for the future by opening up several new and large areas of work.

1. The first of these areas, which will occupy us during the coming years and which was launched at the General Assembly in Beijing, is that of tourism’s contribution to poverty alleviation through sustainable development, our ST-EP initiative.
We already prefigured it when we launched our specific programme of actions in favour of sub-Saharan Africa in 2001 and when we made tourism a part of the NEPAD initiative. It is unacceptable that a region of the world with such a large tourism potential should receive less than 2 per cent of international tourism receipts and arrivals.

The General Assembly in Dakar will have the task of confirming and solidifying the foundations on which the ST-EP initiative is being built: the establishment of a foundation in Seoul with the support of the Republic of Korea, the implementation of a mechanism of partnership with governments and the private sector, the definition, in conjunction with the academic sector, of the most suitable methodologies for alleviating poverty and creating employment in the most disadvantaged communities, and this in the different regions of the world where tourism development can contribute to such objectives.

The first voluntary contributions have already been received; pilot projects have been launched in sub-Saharan Africa, in the Caribbean, and on the Indochina peninsula; a steering committee has been put into place by the Executive Council; the Secretariat has been restructured to allow more effective supervision of this initiative. There is a long way to go before the final contours of this initiative are defined, and everything must be done to make it possible for the General Assembly to validate the operational arrangements based on the necessary information. But for the entire programme to take concrete shape, there is no other way to move forward but to find our way as we go.

I am convinced that the ST-EP initiative carries considerable potential. It could represent a change in the scale of the WTO’s future actions in favour of developing countries. Our message in the coming years will be that wherever tourism potential exists, it is possible to push back extreme poverty.

2. The second major area of work for the future is imposed by the events that have befallen international tourism since 2001: the September 11 attack, conflicts in the Middle East and Iraq, terrorist attacks against tourists, epidemics and natural disasters—it has been spared no difficulty.

As a reaction to these events, there has been a proliferation of security measures, health controls, as well as travel advisories issued by governments. In many respects, these constitute obstacles to the movement of tourists. Destinations are penalized, whether through the self-imposition of legitimate security constraints, or conversely, when they suffer from recommendations issued by others not to visit them.
The WTO should not in any way give the impression that it neglects the issue of safety and security, and in many ways, it is a fact that many travellers feel reassured by the reinforcement of measures in this regard. But it is up to us, in conjunction with governments and with organizations such as Interpol, ICAO and IATA, to ensure that legitimate efforts to guarantee the security of travellers does not undermine ease of travel and border crossings.

3. The question of security forms part of a broader issue, that of crisis management and the fact that tourism is now forced to operate in an uncertain world.

Our General Assembly of 2001 in Seoul and Osaka was held two weeks after September 11. The creation at the Assembly of a Crisis Committee, which later became the Tourism Recovery Committee, has proven to be highly beneficial. The exchange of information and experiences among governments of tourism generating and receiving countries, as well as between the public and private sectors, made it possible to increase the responsiveness of tourism actors to crises. It is not unreasonable to attribute tourism's resilience during the period from 2001 to 2003, at least in part, to the solidarity that was developed in this manner, and for which the WTO was able to act as the vector. At the same time, we have developed decision-making tools in the form of manuals on recommendations and training actions in the area of crisis management, which should now be widely disseminated and systematically implemented.

The way in which the WTO was able to react following the tsunami of 26 December 2004 in favour of the South Asian destinations affected by the disaster illustrates what our role could be. The creation of an emergency task force and the holding of an emergency session of our Executive Council in Phuket, Thailand—the first such session in the history of our Organization—represented much more than just moral support for the affected countries: the implementation of the Phuket Action Plan should enable South Asian tourism to quickly get back to the path of growth that it was already on prior to this tragic event.

In more general terms, our programmes of work for 2006-2007 and for 2008-2009 should address this issue—now a constant concern—of crisis management and the behaviour of tourism and travel in an environment in which it is difficult to anticipate bouts of turbulence.
Our fourth major area of work will be the modernization of our own methods of working. We must learn to look further than two years ahead, which is the current horizon of our budget and programme of work. It is precisely because the world around us has become more uncertain that we must have a longer-range vision of the future. To this end, and as decided at my proposal by our Executive Council in Hyderabad, it is important to put into place a medium-term programme of activities covering two budgetary periods. This practice is already observed in other United Nations institution such as UNESCO.

We must base our reflections on a scenario projected even farther into the future, a vision of how tourism will be in 2010 and 2015, the latter being the endpoint established by the Millennium Declaration. The following planning exercise is proposed: “Agenda 2010 of the World Tourism Organization”.

In each area of activity, a limited number of specific objectives will be established, quantified, if possible, using indicators. These indicators will be designed in such a way that, if the expected results are achieved by the target date of 2010, the WTO, over the intervening period, can be sure of having strengthened its own structure, and above all, having provided the maximum assistance to its members, helping them build a dynamic tourism sector that not only creates jobs, but is also sustainable and fair.

In the shorter term, the budget-programme for 2006-2007, which will correspond to the first half of Agenda 2010, will be prepared with the incorporation of the procedural and content improvements suggested by the Programme Committee and by the Evaluation Committee established by it. For the first time, in a move toward performance-based management, evaluation procedures for programme activities will become an integral part of the programme itself.

The results expected in the medium term, as reflected in Agenda 2010, will help us to better discern what contribution tourism, and more specifically, the WTO and the national tourism administrations that comprise it, can contribute to the achievement of the Millennium Development Goals of the United Nations, and in particular, to the most important of these goals: to reduce in half by 2015 the proportion of the world's population suffering from hunger and extreme poverty. Contributing as much as we can to this goal constitutes the central commitment that we undertook when we requested our conversion into a specialized agency of the United Nations. Now that this conversion has been achieved, we must spare no effort.
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BIOGRAPHICAL NOTE

DIMITAR HRISTOV HADJINIKOLOV

Date and Place of Birth: 05.02.1953, Sofia

Address: Sofia 1113, 15 Latinka St.
          Tel.: 359 2 870 70 18

Marital Status: Married, with two daughters

Education:

1974 – 1979   Moscow’s State University of International
              Relations,
              International Economic Relations Faculty
              Trade Profile

1968 – 1972   91 – St German Language High School, Sofia

Professional Experience:

15.08.2001 – to date Ministry of Economy
               Deputy Minister

1999 – 2001   Reiseburo Hornit – Lufthansa City Centre, Sofia
               Marketing Director

1997 – 1999   Central Cooperative Union
               General Executive “Trade”
               Deputy General Executive,
               Co-operative Unit “Coop-tourist”
               Member of the Board of Directors
               “Coop-trade and tourism” Plc.

               Executive Director, Tourism Department

1993 – 1994   Tourism Committee at the Council of Ministers
               Deputy Chairman and Secretary General
1990 – 1991  Tourism Committee at the Council of Ministers
Head of Department International Relations and Cooperation, Chief Expert Development of the National Tourism Product

1984 – 1990  Bulgarian Association for Tourism and Recreation
Expert, Chief Specialist, Associate Marketing Department

1979 – 1983  Centre for Scientific Research and Development at the State Tourism Committee
Research Associate on Marketing, Economist

Professional Memberships

Previous  Member of the Board of Directors of

Current  Member of the Supervisory Board of Encouragement Bank

Guest – Professor on Tourism Marketing and Management in “Neofit Rilski” University in Blagoevgrad and Sofia University “St. Kliment Ohridski”

Languages:  Russian, German and English

His father - professor doctor Hristo Hadjinikolov is the author of the first – 1962 and the last - 2004, study – book on tourism and also the first Chief of Department on Tourism Marketing in Bulgaria
STATEMENT OF INTENT AND MANAGEMENT

My candidature for the election of a Secretary General of the World Tourism Organization was proposed by the private tourism sector in Bulgaria and submitted by the Government of the Republic of Bulgaria.

Thanks to the efforts of the Secretary General, Mr. Francesco Frangialli and the team of officials WTO has been converted into a specialized agency of the United Nations.

One of my goals, if winning the election, would be strengthening of this position and opening the doors of the Organization to many more member states from the list of the UN. Cooperation with other United Nations institutions, like UNDP, UNESCO is therefore very important.

WTO must become a world forum for the further development of the public-private partnership and focus on the cooperation with associated members and their more active participation in the programme of work.

Tourism has become an export sector number 1 of the economy of many member states. Our goal must be to convert it worldwide into a sector of major economic importance. The instruments for this are transfer of good practices and technologies from the leading countries in tourism to the developing countries. The tourism industry seems to be capable of adapting to the new challenges of respecting more sustainability and using new technologies. WTO must support these activities.

The Tourism Satellite Account, as a common language for all member states in the area of statistics and measurement of the macroeconomic impact of tourism, must be developed further.

The actual Programme of work of WTO, which activities are impressive and diverse is supporting member states to develop their tourism industry on the basis of sustainability and social improvement.

Developing countries and regions which benefit financially from this programme must also be helped by the transfer of technologies and know-how which will contribute to the reduction of poverty and unemployment in these countries.

There are many other specific objectives to be established in the future work of WTO in order to make this dynamic structure more efficient for the benefit of all 145 member States.
I. STATUTORY AND REGULATORY TEXTS

(a) Article 22 of the Statutes

"The Secretary-General shall be appointed by a two-thirds majority of Full Members present and voting in the Assembly, on the recommendation of the Council, for a term of four years. His appointment shall be renewable."

(b) Rule 29 of the Rules of Procedure of the Executive Council

"1. The Council shall recommend to the Assembly a nominee for appointment to the post of Secretary-General.

"2. The recommendation shall be made at a private meeting of the Council.

"3. The recommendation shall be made by a simple majority of the Members of the Council present and voting. If no candidate receives the majority in the first ballot, a second and, if necessary, subsequent ballots shall be held to decide between the two candidates receiving the largest number of votes in the first ballot."

(c) Rule 16 of the Rules of Procedure of the Executive Council

"The meetings of the Council shall be public unless it decides otherwise. ....."
II. PROCEDURE FOR THE NOMINATION OF THE SECRETARY-GENERAL OF THE WORLD TOURISM ORGANIZATION

A. Council decisions

(a) Decision 11(LIV) taken at Tozeur, Tunisia, November 1996

1. In this decision, the Executive Council considered that the rules and procedures it had adopted at its twenty-third session in May 1984 (decision 17(XXIII)), supplemented by those adopted at its thirty-fourth session in November 1988 (decision 19(XXXIV)) and at its forty-fourth session in November 1992 (decision 19(XLIV)), should also be followed at its fifty-fifth session. As a result:

   (a) only nationals of States Members of WTO may be candidates;

   (b) candidates shall be formally proposed to the Council, through the Secretariat, by the governments of the States of which they are nationals, and these proposals should be received at the Organization's Headquarters not later than 20 March 1997. Candidates shall submit, together with biographical and career information, details of the approach they would take to the duties of Secretary-General;

   (c) voting shall be conducted by secret ballot in accordance with the "Guiding Principles for the Conduct of Elections by Secret Ballot" attached to the Rules of Procedure of the General Assembly;

   (d) the vote shall be decided, in accordance with Article 30 of the Statutes and rule 28 of the Council's Rules of Procedure, by simple majority, defined as fifty per cent plus one of the valid ballots cast;

   (e) the selection of one nominee by the Council shall be conducted, in accordance with rule 29 of the Council's Rules of Procedure, during a private meeting, part of which shall be a restrictive meeting, as follows:

      (i) the discussion of candidates shall be conducted during a restrictive private meeting at which only voting delegations and interpreters shall be present; there shall be no written record and no tape recording of the discussions;

      (ii) during the balloting Secretariat staff necessary to assist with the voting shall be admitted;
(f) the Executive Council decides not to recommend a candidate proposed by the Government of a member State in unjustified arrears (paragraph 12 of the Financing Rules attached to the Statutes);

(g) the Council shall elect only one nominee to recommend to the Assembly.

2. The text of decision CE/DEC/11(LIV) is reproduced at the end of this annex.

(b) Decision 19(LXIII-LXIV) taken at Madrid, Spain, November 2000

3. By virtue of this decision, the Council also agreed to follow the rules and procedures already established for recommending a candidate for the post of Secretary-General to the General Assembly.

(c) Decision 20(LXXIV) taken at Salvador de Bahia, Brazil, December 2004

4. At its last session, the Council adopted this decision whereby it confirmed the rules and procedures already in force and set 31 March 2005 as the deadline for the submission of candidatures.

B. Right to vote

5. According to Article 14 of the Statutes and rule 1 of the Rules of Procedure of the Executive Council, only Full Members of WTO elected by the General Assembly to sit on the Council have the right to participate in the vote for the nomination of the Secretary-General and, in accordance with decision 365(XII), Spain which has a permanent seat on the Council.

6. The countries subject to Article 34 of the Statutes and/or paragraph 13 of the Financing Rules are normally deprived of the right to vote in the Council. It would be advisable, however, to be guided in this case by the practice followed in other international organizations, the United Nations is particular, whereby a Member that is deprived of its right to vote because it is in arrears with its contributions is barred from voting only if another Member entitled to vote raises a formal objection.

7. This problem arose at the nomination of the Secretary-General for the period 1998-2001, when a Member country, Ghana, was subject to the provisions of Article 34 of the Statutes. As no Member of the Council objected to Ghana taking part in the vote, it was eligible to do so.
C. **Representation of one State by another**

8. Contrary to what sometimes occurs in other international organizations, the rules in force within WTO do not provide for a Full Member to arrange to be represented by another on the occasion of a particular vote.

9. On the other hand, it is accepted that a State may arrange to be represented by another Full Member throughout the session of an organ (the General Assembly or the Executive Council). This is consistent with the general principles of law, both domestic and international, concerning representation and with the rules enshrined in the Vienna Convention of 1961 on diplomatic relations and the Vienna Convention of 1975 on the representation of States in their relations with international organizations (article 6). On this assumption, a single delegation could represent two States throughout a session and vote on behalf of both.

10. During the nomination in 1997 of the candidate for the period 1998-2001, two countries, namely Cameroon and Guatemala, which were absent from the session, were represented in the abovementioned manner, by France and Chile, respectively.

D. **Meetings of the Executive Council for the nomination of the Secretary-General**

11. Decision 11(LIV) of the Executive Council provides for two types of meeting to nominate the Secretary-General, both private:

   (i) a restrictive private meeting;

   (ii) a normal private meeting.

12. It should be noted that in order to hold meetings, and hence in order to be able to decide on the "nomination of the Secretary-General", the Executive Council must have the necessary quorum. According to rule 15 of the Rules of Procedure of the Council, a "majority of the Members of the Council" constitutes a quorum. The Chairman of the Council must confirm at the beginning of the meeting that there is the necessary quorum, i.e. that is at least fourteen Members of the Council are present in the room.

   (a) **Restrictive private meeting**

13. During the restrictive private meeting, which will precede the normal private meeting, the Executive Council shall conduct a "discussion of candidates". "Only voting delegations and interpreters" shall be present at this meeting.
(b) Normal private meeting

14. During the normal private meeting, the Executive Council votes on the various candidates. This meeting may be attended by Full, Associate and Affiliate Members (though of course without participating in the vote), which, according to the provisions of rule 1 of the Rules of Procedure of the Executive Council, have the right to participate in the work of the Council. Thus, the normal private meeting, during which the vote will be held, may be attended by:

(i) the Members of the Executive Council, including the host State of the Organization, Permanent Member, whose delegations must be composed in accordance with rule 31 of the Rules of Procedure of the Executive Council: "The delegation of each Full Member of the Council shall consist of one delegate, who may be accompanied by one or more advisers entitled to act as alternates";

(ii) one delegate of an Associate Member;

(iii) one representative of the Affiliate Members;

(iv) Full Members that are not Members of the Executive Council, in an observer capacity;

(v) Members responsible for the chairmanship of the Regional Commissions specifically invited to participate in the Council in accordance with rule 6(7) of the Rules of Procedure of the Executive Council;

(vi) Secretariat officials designated by the Secretary-General and necessary for the conduct of the vote;

(vii) the interpreters.

E. Other questions that may arise and that are covered indirectly by the regulatory texts, or have been resolved in practice

(i) Presence of the candidates at the private meeting (restrictive and normal) of the Council during nomination of the Secretary-General: it is the generally accepted practice in international organizations that candidates should not be present. Nevertheless, if the Council so decides, candidates may be heard by the Council when discussion of the agenda item in question begins. This practice was observed in both 1997 and 2001, with the candidates being called to address the Council, under the same conditions and in alphabetical order.
(ii) **Discussion during the vote itself:** no discussion or intervention may take place during the vote itself, which may not be interrupted under any circumstances, except in the case of force majeure or purely technical problems.

(iii) **Majority required:** After counting the votes, the tellers are responsible for determining the number of votes necessary to constitute the majority required, as defined above.

(iv) **Number of ballots:** the Council must hold as many ballots as necessary to reach the required majority. According to the usual practice at WTO, based on rule 5(2) of the Rules of Procedure of the Executive Council concerning the election of the Council’s Officers, “if no candidate receives the majority in the first ballot, a second and, if necessary, subsequent ballots shall be held to decide between the two candidates who received the largest number of votes in the first ballot”. In other words, in the second and subsequent ballots, only the two candidates who received the greatest and second greatest number of votes in the first ballot will be considered. In the event of several candidates receiving the same number of votes in second place (if the leading candidate has not secured the required majority), the second ballot shall be held between the leading candidate and all those coming in second place.

(v) **Suspension or adjournment of the meeting in the event of two or more ballots:** according to rule 23 of the Rules of Procedure of the Executive Council, suspension or adjournment of the meeting may be proposed by a delegate and decided upon by the Council by a simple majority of Members present and voting. A motion to suspend or adjourn the meeting cannot be debated and must be immediately put to the vote. It should be noted that the practice at WTO has always been for the Executive Council to proceed immediately with as many ballots as necessary, without suspending or adjourning the meeting.

**F. Guiding Principles for the Conduct of Elections by Secret Ballot**

15 These Guiding Principles are attached to the Rules of Procedure of the General Assembly and rendered applicable by decision 11(LIV) to Executive Council votes for the nomination of the Secretary-General. They are reproduced below.
CE/DEC/11(LIV)

Procedure for the election of the Secretary-General of the Organization
for the period 1998-2001

Agenda item 9
(documents CE/54/9 and CE/54/9 Add.1)

The Executive Council,

Having examined the documents submitted on this subject by the Secretary-General,

1. Considers that the rules and procedures adopted by the Council at its twenty-third session in May 1984 (decision 17(XXIII)), supplemented by those adopted at its thirty-fourth session in November 1988 (decision 19(XXXIV)) and at its forty-fourth session in November 1992 (decision 19(XLIV)), should also be followed at its fifty-fifth session;

2. Decides that, for the interpretation of the statutory rules governing the election of the Secretary-General and the decisions mentioned in paragraph 1 above, reference shall be made to the contents of documents CE/54/9 and CE/54/9 Add.1 attached to the present decision;

3. Invites the member States to propose candidates for the post of Secretary-General for the period 1998-2001, ensuring that their nominations reach the Organization’s Headquarters by 20 March 1997 at the latest;

4. Requests candidates to submit, together with biographical and career information, a statement of policy and management intent, expressing their views on the manner in which they would perform the functions of Secretary-General; and

5. Confirms that it is at its fifty-fifth session that the Council will decide on the nominee it should recommend to the twelfth session of the General Assembly for the post of Secretary-General for the period 1998-2001.
GUIDING PRINCIPLES FOR THE CONDUCT OF ELECTIONS

BY SECRET BALLOT

1. Before voting begins, the President shall hand to the two tellers appointed by him the list of Members entitled to vote and the list of candidates. For the election of Members of the Council, the list of candidates shall include only those nominations submitted in accordance with rules 54 and 55 of the Rules of Procedure of the Assembly.

2. The Secretariat shall distribute a ballot paper to each delegation entitled to vote. Every ballot paper shall be of the same size and colour without distinguishing marks.

3. The tellers shall satisfy themselves that the ballot-box is empty and, having locked it, shall hand the keys to the President.

4. The Members entitled to vote shall be called in turn in the required alphabetical order of their names\(^1\), beginning with the name of a Member which shall have drawn by lot.

5. The Secretary of the meeting and the tellers shall record each Member's vote when its representative has deposited its ballot paper in the ballot-box, by marking the margin of the list of Members entitled to vote opposite to the name of the Member in question.

6. At the conclusion of the calling of Members, the President shall ensure that all the Members present and entitled to vote have been called. He shall then declare the voting closed and announce that the votes are to be counted.

7. When the ballot-box has been opened, the tellers shall count the number of ballot papers. If the number is not equal to that of the voters recorded, the President shall declare the vote invalid and another ballot shall be held.

8. Where the counting of votes takes place outside the Assembly Hall, the ballot papers shall be returned by the tellers to the ballot-box, which shall be taken by them to the room where the votes are to be counted.

\(^1\)Under rule 40 of the Rules of Procedure of the Assembly.
9. One of the tellers shall then read aloud the names which are on the ballot papers. The number of votes obtained by each of the candidates mentioned shall be written opposite their names by the other teller on a document drawn up for this purpose.

10. A ballot paper on which no names are written or which bears the word "abstention" shall be considered as signifying an abstention.

11. The following shall be considered null and void:

(a) ballot papers on which there are more names than there are places to be filled or on which the name of any candidate appears more than once;

(b) ballot papers in which the voters have revealed their identity, in particular by apposing their signature or mentioning the name of the Member they represent;

(c) votes for candidates who have not been nominated in accordance with the Rules of Procedure.

12. When the counting of the votes is completed, the tellers shall indicate the results in a document drawn up for this purpose, which they shall sign and hand to the President. The latter, in plenary meeting, shall announce the results in the following order: number of Members entitled to vote; number absent; number of abstentions; number of ballot papers null and void; number of Members present and voting; number required for a majority; names of candidates and the number of votes secured by each of them, in descending order of the number of votes.

13. For the purpose of these provisions, the following definitions shall apply:

(a) "Absent": Members entitled to vote but whose representatives are not present at the meeting at which the secret ballot takes place;

(b) "Number of Members present and voting": the difference between the number of Members with the right to vote and the total number of absentee, abstentions and invalid ballot papers.

14. The President shall declare elected candidates who have obtained the required majority.

15. The list signed by the tellers and on which the results of the vote have been recorded shall constitute the official record of the count of the ballot and shall be retained in the Organization's files. The ballot papers shall be destroyed immediately after the declaration of the results of the ballot.