



REPUBLIC OF BOTSWANA

NOTE No. 18/2019- GEN/E/21 VI (47) PR

The Permanent Mission of the Republic of Botswana to the United Nations Office and other International Organizations at Geneva presents its compliments to the World Health Organisation and has the honour to submit the candidature of Dr. Matshidiso Moeti for the post of Afro Regional Director in accordance with Rule 52.2 of the Rules of Procedure.

Dr. Moeti's curriculum vitae and supporting documents are attached.


The Permanent Mission of the Republic of Botswana to the United Nations Office and other International Organizations at Geneva avails itself of this opportunity to renew to the World Health Organisation the assurances of its highest consideration.

**24 MAY 2019
GENEVA**



World Health Organisation
GENEVA

CURRICULUM VITAE – DR. MATSHIDISO REBECCA MOETI

Family name (surname) Moeti First/other names Matshidiso Rebecca	A		h
Gender: Female		Place and country of birth Boksburg, South Africa	
Date of Birth (Day/Month/Year) 10 March 1954		Citizenship: Botswana	
If you have ever been found guilty of violation of any law (except minor traffic violations) give full details Not applicable			
Civil status: Married		Number of dependants: 2	
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Statement of vision; priorities and strategies

My vision is of African people of all ages, socio-economic status and geographic location enjoying good health and well being, through governments' accelerated progress towards achieving Universal Health Coverage, preventing and controlling disease outbreaks and health emergencies and promoting healthy environments and lifestyles. A results-driven, effective, accountable and transparent WHO Secretariat will, under my leadership, have consolidated the achievements of our Transformation Agenda 2015-2020, to support countries implement their evidence-based national policies and strategies, leveraging the contributions of well-coordinated stakeholders and partners.

My priorities are:

- driving progress towards universal health coverage with equitable access, through primary health care, to people-centred services of good quality that are safe, comprehensive, integrated and affordable for everyone;
- improving health security by tackling epidemic-prone diseases, emergencies and new health threats, maximizing and sustaining the capacity and preparedness of countries to fulfil their International Health Regulations commitments;
- promoting health and well-being through addressing key determinants, fostering collaboration with relevant sectors.

These priorities are aligned with the 13th **General Programme of Work (GPW 13)**, WHO's new 5-year strategy. I will lead the secretariat in the Region to deliver our part of its 'triple billion' target – 3 billion more people protected from epidemics and emergencies, accorded access to essential health services and enjoying good health and well-being. The greatest emphasis will be placed on delivering results in countries, applying WHO-defined norms and working with partners. It is widely acknowledged that the Transformation Agenda launched at the beginning of my term as Regional Director has significantly informed the WHO Director-General's global transformation programme, making the Region optimally placed to benefit from the GPW 13.

In keeping with our **country-focused approach**, WHO in the African Region will step up leadership in the region by intensifying dialogue on universal health coverage, health security and healthy life and well-being. Advocacy for increased domestic investment in health and health-related sectors such as water and sanitation and education will be scaled up in interactions with leaders including African Heads of State and Government, Parliamentarians, Ministers of Finance, private sector leaders and philanthropists within and outside the Region, including through partnership with the African Union Commission and Regional Economic Communities, and through official visits to countries.

I will lead the process for **enhancing impact at the country level**, shifting resources where appropriate and improving evaluation to guide action. Building upon the experience in institutionalizing the African Region Results Framework, the use of Key Performance Indicators will drive management and programme execution in the Region. Innovation, particularly the search for home-grown technologies and solutions to addressing the Region's health problems, will be central to our work, building on the successful WHO AFRO Innovation Challenge initiated in 2018. We will broaden the leveraging of technology for digital health in Member States.

Universal Health Coverage (UHC) through Primary Health Care will drive integration of actions across WHO AFRO clusters and programmes at regional and country levels, for a systemic approach to ensuring service and intervention coverage of different population sub-groups across the life course, particularly children, adolescents, women and the elderly. A radical shift in the way of working in the Region will ensure that support for the delivery of services for communicable diseases including those targeted for eradication and elimination; neonatal, child, adolescent and maternal health; non-communicable diseases and conditions including sickle cell disease, mental disorders and injuries is jointly carried out by health systems and disease-specific experts and teams working closely together. Support for health policy dialogue and sector coordination; health financing strategies that assure equity; human resources production, retention, distribution and motivation; decentralisation of decision-making and management through strong sub-national teams; efficiency in service delivery, especially in hospitals and commodity procurement mechanisms; improving data systems; community engagement; will be among the highest priorities.

A special effort to support the delivery of basic health services will target countries in protracted humanitarian crises.

Promoting good health and well-being through addressing the socio-economic and commercial determinants of health, working with other sectors for health-enhancing policies and actions, will be supported as an integral part of UHC actions.

Health Security will be further improved by building on the considerable progress made by African Region member states in the past 2 years. Almost all countries have evaluated and know the gaps in their capacities to prevent, detect and respond to/control disease outbreaks and public health emergencies due to a range of hazards. More than 40 countries will be supported to mobilise the resources and implement national plans to bridge these gaps, starting with the highest impact interventions, including multi-sectoral action to address zoonoses and antimicrobial resistance.

WHO Country Teams will be reinforced to ensure that their profiles, skills and competencies match our key roles in support of governments and partners. This will be done through implementing the recommendations of functional reviews of the capacity and structure of 44 of our 47 WHO Country Offices in the past 2 years. Leadership training for WHO Country Representatives and other senior staff, initiated this year, will be scaled up across the Region. Training in leadership and management will also be offered to senior officials in Ministries of Health.

Within the context of broader United Nations reforms, WHO country offices will continue to lead on health as part of the UN's actions in support of delivery on the Sustainable Development Goals, including the coordination of health development partners, the provision of norms and the generation of evidence for health programming.

Partnership will be expanded as a core pillar of WHO's work in the region, building on the past 4 years' achievements in broadening the range of donors. Collaboration with the private sector will be strongly pursued in 2 ways – for WHO's own work, and in helping countries to leverage its potential and resources to contribute to Universal Health Coverage. Technical support will be provided to countries to enable them to establish enabling policy and regulatory environments to make these partnerships productive for communities, governments and the private sector.

The Transformation Agenda of the WHO Secretariat continues to be a pathway for change by which the organisation and Member States can effectively and sustainably address the health disparities and inequities in the African Region. Effecting this change requires leadership commitment, hard work and persistence, as well as shared accountability. It is in this spirit that I present myself to lead the WHO Secretariat in the African Region for a second term, that the WHO that is fast emerging – effective, innovative, accountable and efficient – will accelerate Member States' delivery of good health and well-being for their populations.

Degrees / Certificates obtained:

- Master of Science in Community Health for Developing Countries; 1986; London School of Hygiene and Tropical Medicine
- Bachelor of Medicine; Bachelor of Surgery; 1978; Royal Free Hospital School of Medicine, University of London

Selected Short Courses

- WHO Senior Managers' Workshop on Leadership and Management, WHO/AFRO, Harare, Zimbabwe; Aug 2004
- UNICEF Women as Leaders Workshop, Machakos, Kenya; Jan 1996
- UNICEF Eastern and Southern Africa Regional HIV/AIDS Planning and Strategy Workshop, Harare, Zimbabwe; Mar 1994
- International Course in Surveillance and Applied Epidemiology Course for HIV/AIDS, Centers for Disease Control & Emory University School of Public Health, Atlanta, Georgia; USA; Jan-Feb 1992
- Workshop on HIV/AIDS Computer Modelling, Family Health International/WHO GPA, Harare, Zimbabwe; May 1991

Knowledge of languages

		Mother Tongue	Speak	Read	Write
For languages other than the mother tongue enter the appropriate number from the code below to indicate the level of your language knowledge. If no knowledge, please leave blank Code 1: Limited conversation, reading newspapers, routine conversation Code 2: Engage freely in discussions; read and write more difficult materials Code 3: Fluent (nearly) as in mother tongue	English		3	3	3
	French		3	3	1
	Portuguese				

Positions held

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

- **WHO Regional Director for Africa; February 2015 to date.** The following are the key achievements:
 - **Transformation Agenda of WHO in the African Region 2015-2020**

The regional transformation agenda is being successfully implemented and has introduced numerous innovations that have improved the programmatic and management performance of WHO in the African Region. The emergence of a pro-active, results-driven, efficient, accountable and transparent Secretariat has been widely recognised by member states and partners, and documented in an independent evaluation conducted by WHO's Global Evaluation Unit. Staff members have embraced the changes, resulting in an emerging culture and behaviour based on the values of teamwork, integrity, innovation, accountability – all improving the delivery of results. Achievements in some specific areas are outlined below:

- **Epidemic Preparedness and Response capacity in the Region improved**
 - Epidemic preparedness and response capacity in the Region has improved; there is faster, better-coordinated, and more effective response to epidemics. In 2018 alone, WHO helped countries respond to more than 130 disease outbreaks.
 - The capacity and effectiveness of both the WHO Secretariat and countries in addressing disease outbreaks and emergencies has improved. WHO has more staff of the right profiles at regional and sub-regional levels, and in the most vulnerable countries; a network of experts is now available and is quickly deployed to support countries in need. WHO coordinates partners' actions in epidemic responses in countries, working as government's closest advisor.
 - National leaders at the highest level are committed to epidemic preparedness and control. Through joint advocacy efforts with the African Union Commission, Heads of State and Government adopted a declaration on accelerating the implementation of the International

Health Regulations (IHR) in July 2017. For the first time since the adoption of the IHR, all 47 Member States submitted IHR annual reports in December 2017 and 2018.

- The gaps in countries' International Health Regulations (IHR) capacities are being filled, following Joint External Evaluations (JEEs) in 41 countries, 21 Member States have developed and are implementing National Action Plans for Health Security (NAPHS), thus contributing to strengthened prevention, detection and response capabilities and resilient health systems. With WHO support, training of national experts, laboratory capacity-building, the establishment of National Emergency Operations Centres, cross-border cooperation are all delivering improved outcomes in epidemic control.
- **Polio Eradication certification is close to being achieved**
 - I have led, with my colleagues and in partnership with UNICEF, the coordinated actions of Polio Partners in support of five countries in the Lake Chad Basin, following wild poliovirus transmission in conflict-affected north-eastern Nigeria. As a result of the successful interventions, no new cases of wild poliovirus have occurred for the past 2 years and 8 months. The Region is expected to be certified polio-free in the early part of 2020.
- **The Region is moving towards Universal Health Coverage through Primary Health Care**
 - The initiation of the Regional Flagship Programme on Universal Health Coverage (UHC) has created new momentum and accelerated action in support of countries, working with partners. Tailored support to countries, based on the WHO AFRO UHC Framework, has generated policy decisions and the development of financing and service delivery strategies to advance primary health care and improve health outcomes. Progress towards equitable access to good quality health services and prevention interventions addressing health determinants is speeding up, with some notable achievements and milestones.
 - Countries now have vital data to inform their strategies and guide action in health financing, health systems performance, through WHO-supported surveys and analysis of data using a Universal Health Coverage Index.
 - The Region is closer to the elimination of key Neglected Tropical Diseases through the catalytic actions of WHO AFRO's newly-established Expanded Special Project on the Elimination NTDs (ESPEN), supporting countries and mobilising and leveraging the resources of partners. WHO's action in mapping has improved data availability and sharpened intervention targeting based on evidence. Several countries in the region are certified to have eliminated some NTDs in the past 3 years.
 - West and Central African countries moved closer to the achievements of East and Southern Africa in HIV/AIDS treatment expansion and prevention of Mother-to-child infection, following 18 months of intensified support by WHO and partners.
 - Progress has been made in other areas – reduction in AIDS-related deaths due to scaled up treatment access; fewer TB-related deaths following support of the adoption of new TB medicines, new diagnostic tools; lowering of child mortality due to scaling up of community management of the major child killers – have followed WHO AFRO support, working with partners.
- **Management and Operations deliver more effective support to programme delivery**
 - The management of talent – restructuring the Regional Office for realignment with priorities in countries, better recruitment processes, systematic induction on job entry, on-the-job training – has delivered a better-qualified, more diverse (gender, geographic) and motivated team which is delivering better results for Member States.

- Targeted training and the adoption of new tools – robust quarterly monitoring of management and programme performance through Key Performance Indicators, with results shared on a regional dashboard – have driven improved programme delivery.
- A culture of accountability and transparency has grown in the region and there has been wide public recognition of good performance in the areas of management, compliance and risk management. WHO AFRO initiatives are being adopted in the global Transformation Agenda initiated by the Director General.
- **Strengthened Strategic Partnerships and Communication**
 - New partners, notably Gulf countries' Foundations have been mobilized while collaboration with key regional organisations such as the AU Commission, Africa CDC and Regional Economic Communities has been intensified. The quality of partnership has been improved, increasing the resources available and partners' advocacy for WHO AFRO.
 - The First and Second Africa Health Fora organized in Kigali, Rwanda and Praia, Cap Verde in 2016 and 2019 respectively have established WHO's strategic leadership and created a platform for exchange, partnership, innovation and joint action on health among governments, the private sector, academia, civil society, young people and international partners.
 - Improved communication including active use of social media has greatly increased WHO AFRO's reach with public health information, with epidemics and emergency situation reports being of particular interest and value to health actors in the region.
- **Coordinator of the Inter-Country Support Team for the South and East African countries; April to November 2014.** The following are the key achievements:
 - Oversaw the work of technical Programmes in the Inter-Country Support Unit.
 - Coordinated and supervised the Inter-Country Support Unit's work with health partners and stakeholders in Southern and Eastern Africa.
- **Deputy Regional Director, WHO Regional Office for Africa; October 2011 to March 2014.** The following are key achievements:
 - Provided policy and strategic advice to the Regional Director, based on analysis of trends in technical and political aspects of public health in the Region.
 - Supervised and supported the work of technical Clusters and Programmes (Disease Prevention and Control; Health Promotion including Family and Child Health; and Health Systems Strengthening) and the units responsible for programme planning, monitoring and evaluation; partnership and resource mobilization; and communication in the Region Office, ensuring that technically sound plans relevant to countries' priorities were implemented, monitored and evaluated.
 - Led the technical preparation of the Regional Committee, ensuring the relevance and quality of all technical documents and resolutions, and leading the preparation of the annual/biennial Report of the Regional Director. This ensured that Ministers of Health took decision and adopted resolutions of importance to health in the region.
 - Ensured the smooth functioning of the Regional Office in the Regional Director's absence and represented him at high level meetings and forums, advocating for public health in the Region.

- **Assistant Regional Director, WHO Regional Office for Africa for Africa; October 2008 to October 2011.** The following are the key achievements:
 - Improved the speed and effectiveness of action in support of emergencies, notably the annual floods in West Africa, the health aspects of the Horn of Africa drought and support health action in the protracted humanitarian crises in the Democratic Republic of the Congo and the Central African Republic;
 - Supervised the scaling up of operations in Nigeria and Angola and significant reduction in polio transmission and cases in the Region.

- **Director, Division of Non-Communicable Diseases, WHO Regional Office for Africa for Africa; October 2007 to October 2008.** The following are the key achievements:
 - Contributed to the establishment of an NCD Alliance in the Region.
 - Coordinated the development of Regional Strategies on NCDs and on the harmful use of alcohol, both adopted by all African Health Ministers at the Regional Committee.
 - Identified alcohol industry interference in national policy development in several Southern African countries, successfully intervened for policy revision in 2 countries and shaped the organisation's positioning on collaboration with the alcohol industry in the region.

- **WHO Representative to Malawi; August 2005 to October 2007.** The following are the key achievements:
 - Supported extensive policy and technical support to programme implementation, playing a key role in coordinating partners' contribution and monitoring their actions within the framework of 'aid effectiveness', improving their alignment and fostering effective interaction with the government.
 - Successfully advocated for the establishment and actively engaged in the work of a high level Steering Committee for Maternal Health, which accelerated the establishment of emergency obstetric care services in the country, included obstetric care access as an indicator for the health sector's performance and laid the basis for the country's well-recognised progress in reducing maternal deaths.

- **Regional Advisor for HIV/AIDS, WHO Regional Office for Africa for Africa; August 1999 to August 2005.** The following are the key achievements:
 - Led WHO's action on HIV/AIDS treatment scale-up in the context of the '3 by 5' initiative, including adoption by countries of public health and decentralized approach to treatment delivery and scaling up. Linked to financial resources from the Global Fund, US government and other sources, this led to significant increase in numbers accessing anti-retroviral therapy.
 - Successfully promoted a package of health sector interventions for HIV/AIDS for adaptation in counties; established a regional HIV laboratory network which has played a key role in HIV laboratory services quality control, in partnership with the US CDC and other actors.

- **Team Leader, Africa Desk, United Nations Joint Programme on HIV/AIDS (UNAIDS), Geneva; September 1997 to August 1999.** The following are the key achievements:
 - Improved joint UN support for HIV/AIDS responses in countries and development of national strategic plans which enabled national HIV/AIDS Commissions to define the role and contributions of different sectors and provide the basis for resource mobilisation.

- **Programme Officer, Health and Nutrition, UNICEF, Zambia; August 1996 to August 1997.**
The following are the key achievements:
 - Led the development and support of innovative adolescent-friendly health services programme with integration of adolescent peer support into primary care services in Lusaka.
 - Mobilized international NGO technical partnership in participatory programming.
 - Supervised incorporation of participatory approaches into health care delivery in several districts as part of health sector reform.

- **Regional Health Advisor, UNICEF Regional Office for Eastern and Southern Africa; September 1994 to August 1996.** The following are the key achievements:
 - Provided technical support to 23 UNICEF country offices in their reproductive, maternal and child health cooperation with governments and partners; carried out support visits to countries.
 - Organized the network of UNICEF health experts in the sub-region.
 - Collated country data and reports on child, reproductive and maternal health.
 - Provided support to the Organisation of African Unity and other regional partners on monitoring child survival goals

- **Public Health Specialist and Head of AIDS/STD Unit, Ministry of Health, Botswana; June 1991 to August 1994.** The following are the key achievements:
 - Successfully advocated with the Ministry of Finance and Development Planning for significantly increased national budget allocation to HIV/AIDS, which laid the basis for the continued investment of government resources for the national HIV response.
 - Established a well-functioning HIV programme - surveillance system; technical advice and monitoring of district surveillance, advocacy and prevention actions; effective partnership with the Ministry of Education for their HIV/AIDS interventions and established HIV focal points in all government Ministries.
 - Established, with the Universities of Botswana and Illinois, a gender-focused research and intervention programme on HIV/AIDS, which generated an approach for HIV prevention that was adapted by the University of Chicago in other African countries.

- **Public Health Specialist and Head of Epidemiology and Disease Control Unit, Ministry of Health, Botswana; July 1989 to May 1991.** The following are the key achievements:
 - Led national policy and programme development and implementation for HIV/AIDS, TB, malaria and communicable disease surveillance, prevention and outbreak control.
 - Supported, supervised and conducted training of district health teams in related activities.
 - Established effective HIV/AIDS surveillance system including sentinel surveillance.
 - Initiated pilot programme on insecticide-impregnated bednet promotion and distribution in north-west Botswana.
 - Led successful management and control of plague outbreak in Central district.

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

Member States and health development partners have publicly recognised the achievements I have chalked up in leading implementation of the Transformation Agenda of the WHO Secretariat in the African Region. Significant progress has been made in building a results-driven, effective,

accountable and responsive Regional Secretariat, capable of advancing countries' efforts towards Universal Health Coverage and the global development goals, while tackling emerging threats. Strengthened partnerships have underpinned every aspect of the Secretariat's work during my tenure.

My contribution to health development in the Region has been recognised by Heads of State in many member states, including formal recognition through medals.

I currently serve on the following Boards:

- Independent Advisory Board on Global Health of the Minister of Health, Germany
- Global Partners' Board of Child Health and Mortality Prevention Surveillance network

I have in the past served on the following Boards:

- Advisory Board Member, UNIFEM African Women in Crisis Programme, 1993-1997
- Global Management Committee of the WHO Global Programme on AIDS, Member from 1991 to 1994 and Vice-Chair from 1993 to 1994

I was awarded an Honorary Fellowship of the London School of Hygiene and Tropical Medicine in 2017 and an Honorary Doctorate from the University of Health and Allied Sciences, Ghana in 2018.

Please list here major 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 to attach a complete list of all publications). Do not attach the publications themselves.

PLEASE SEE ANNEX 1

ANNEX 1

Please list here major 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 to attach a complete list of all publications). Do not attach the publications themselves.

1. Martin Okechukwu C. Ota, Doris Gatwiri Kirigia, Emil Asamoah-Odei, Pamela Suzanne Drameh-Avognon, Olushayo Olu, Mwelecele Ntuli Malecela, Joseph Waogodo Cabore and Matshidiso Rebecca Moeti; Proceedings of the first African Health Forum: effective partnerships and intersectoral collaborations are critical for attainment of Universal Health Coverage in Africa: Bio-Med central Proceedings 2018 12 (Suppl 7):8.
2. Moeti, M. Winning the battle against the scourge of poliomyelitis in the African Region. *Vaccine* 34, 5142–5143 (2016).
3. Moeti, M. R. & Munodawafa, D. Required Actions to Place NCDs in Africa and the Global South High on the World Agenda. *Health Educ Behav* 43, 14S–6S (2016).
4. Akanmori, B. D. Moeti, M. R. *et al.* New development of medicines for priority diseases in Africa. *Lancet* 388, 1053–1054 (2016).
5. Okeibunor, J. C. *et al.* Polio eradication in the African Region on course despite public health emergencies. *Vaccine* (2015). doi: 10.1016/j.vaccine.2015.08.024.
6. L.G. Sambo, JM. Dangou, C. Adebamowo, C.F. Albrecht, C. Gombe-Mbalawa, T. Ngoma, M. Moeti, B.H. Sambo – Cancer in Africa: a preventable public health crisis. *Journal of African Cancer*, 2012
7. Emil Asamoah-Odei, Derege Kebede, Chris Zielinski, Soumbey-Alley, Miguel Peixoto, and Matshidiso Moeti; Leveraging eHealth to improve national health systems in the African Region; *The African Health Monitor*, WHO Regional Office for Africa, 2012
8. Norr, K. F., Norr, J. L., McElmurry, B. J., Tlou, S. & Moeti, M. R. Impact of peer group education on HIV prevention among women in Botswana. *Health Care Women Int* 25, 210–226 (2004).
9. Moeti, M. and Wathne, K.O. Current and Future Dimensions of the HIV/AIDS Epidemic in Botswana. Ministry of Health, Gaborone, Botswana, 2004.

10. Moeti, M. R., van Niekerk, S. E. & van Velden, C. E. Perceptions of the clinical competence of newly registered nurses in the North West province. *Curationis* **27**,72–84 (2004).
11. Moeti, M. R. Gender, sexual health and reproductive health promotion. *AIDS STD Health Promot Exch* 1–3(1995).
12. Moeti, Matshidiso R. 'HIV/AIDS – a Challenge in Post-Apartheid Reconstruction in Southern Africa' in Balch, J, Johnson, P and Morgan, R (eds) *Transcending the Legacy – Children in the New Southern Africa*, AEI, SARDC and UNICEF, 1995.
13. Norr, K.F, McElmurry, B.J, Moeti, M., Tlou, S.D. AIDS prevention for Women: A Community-based Approach. *Nursing Outlook*, 1992, Nov-Dec, 250-256
14. Preble, E.A. and Moeti, M. *AIDS in Botswana – Addressing the Consequences*. Ministry of Health, Botswana. 1992
15. Can river blindness enter the elite club of eradicated diseases? - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/articles/4998-can-river-blindness-enter-the-elite-club-of-eradicated-diseases.html>.
16. Dr Matshidiso Moeti Op-Ed: Africa's Great Polio Legacy - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/articles/4733-dr-matshidiso-moeti-op-ed-africas-great-polio-legacy.html>.
17. Eliminating neglected tropical diseases: A new initiative to finish what we started - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/articles/4935-eliminating-neglected-tropical-diseases-a-new-initiative-to-finish-what-we-started.html>.
18. Getting to zero: the unsung heroes of the Ebola fight need our help - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/articles/4732-getting-to-zero-the-unsung-heroes-of-the-ebola-fight-need-our-help.html>.
19. Leading Change for Enhanced Performance in the African Region: My First 100 Days in Office - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/reports/4859-leading-change-for-enhanced-performance-in-the-african-region-my-first-100-days-in-office.html>

20. Over 30 Years of HIV in Africa: What We've Learned and the Road Ahead - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/articles/4816-over-30-years-of-hiv-in-africa-what-weve-learned-and-the-road-ahead.html>.
21. Progress in Nigeria brings humanity closer to ending polio - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/articles/4762-progress-in-nigeria-brings-humanity-closer-to-ending-polio.html>.
22. Publications in the WHO African Region - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/publications.html>.
23. The Africa Health Transformation Programme 2015-2020: A vision for universal health coverage - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/reports/4928-the-africa-health-transformation-programme-2015-2020-a-vision-for-universal-health-coverage.html>.
24. The time to ensure a healthy and dignified ageing for Africans is now - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/articles/5006-the-time-to-ensure-a-healthy-and-dignified-ageing-for-africans-is-now.html>.
25. The Transformation Agenda of the World Health Organization Secretariat in the African Region 2015 - 2020 - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/reports/4860-the-transformation-agenda-of-the-world-health-organization-secretariat-in-the-african-region-2015-2020.html>.
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27. The Work of WHO in the African Region, 2015-2016, Report of the Regional Director - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/reports/4996-the-work-of-who-in-the-african-region-2015-2016.html>.
28. Toward Universal Health Coverage in Africa - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/articles/4823-toward-universal-health-coverage-in-africa.html>.

29. Transforming WHO AFRO to Transform Health in the African Region - WHO | Regional Office for Africa. Available at: <http://www.afro.who.int/en/rdo/articles/4811-transforming-who-afro-to-transform-health-in-the-african-region.html>.
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