

**1. The complexity of international actors-both multilateral and bilateral-in health is now enormous. Given this crowded arena, is the place of WHO redundant? If not, why?**

- I would say that WHO is needed now more than ever. WHO's function is to act as the facilitating and co-ordinating authority on international health work. There is no other international operator better than WHO to address today's health challenges. The large number of international health initiatives is a positive expression of increasing interest in international health issues. With its 193 Member States WHO is in the best position to bring together different actors and initiatives to maximize success.
- In order for WHO to be successful it needs to be a competent and credible agency that combines both global health leadership and good partnership with different stakeholders. WHO's role has to be in professional excellence and the capacity to support the countries in policy and strategy development and in supporting the national coordination of these multiple external inputs.
- Also, WHO can benefit in many ways from partnerships with NGOs and Foundations. There are many organizations out there that are both interested in and have the resources to address different public health challenges. This is an opportunity to WHO that should not be missed. Combining WHO's leadership and expertise with their resources and interests is often a situation where all partners win.

**2. WHO Directors-General have often started their terms with an accelerated agenda for the first 100 days, launching initiatives that will characterise their priorities in office. What would you do in your first 100 days?**

- New leadership has always an opportunity to launch new initiatives and priorities. WHO has had two Directors-General within the last 5 years and important work is under way on many priority areas like health security and pandemic influenza, maternal and child health, human resources for health, health infrastructure, HIV/AIDS, TB, malaria, many other infectious diseases, chronic diseases and tobacco, just to mention some. I wish to ensure that this important work can continue and to be further intensified. For health threat like pandemic influenza it is especially important both to strengthen the national capacities to detect and deal with this threat early and also to ensure strong and tight international action and collaboration.
- With regard to possible new areas of emphasis, I am keen to make sure that WHO's ability to operate at the country level could be strengthened, linking it more generally with the UN reform. This relates closely to supporting Member States in strengthening their health infrastructure and in providing effective health care and access to care to their populations. It is also about qualified and trained health professionals.

- I also want to make sure that WHO's staff is motivated, can feel that WHO offers optimal conditions for their work and feel proud of working for an agency with such a great human mission. Big organizations tend to become bureaucratic, I would want to ensure that WHO's resources are used in the most effective and results-based manner.

### **3. What should WHO not do?**

- WHO should focus on key public health priorities. It should not try to do work that is better done by others. This means in practice active and good collaboration within the UN family and also with all other players - governmental and non-governmental.
- WHO should not launch new major initiatives without thorough preparations. For such initiatives, support from Member States is a starting point. Adequate financing and human resources are also critical prerequisites.

### **4. There are many examples of how special interests block or damagingly influence WHO policy. What mechanisms will you put in place to protect WHO's scientific and policy independence?**

- WHO already has quite good record in this regard including the instruments to fight undue interfering. Protecting the integrity of the organisation is of course one of the very first principles that I will have on my agenda. Strict enforcement of existing mechanisms is paramount for this end.
- Health situations as well as political and cultural backgrounds vary between countries. There are many ways of solving problems. This is quite normal work of intergovernmental organizations. We should listen to each other, we should discuss, and we should try to find a common way ahead. WHO has succeeded earlier and WHO can succeed also in the future if it bases its work on solid health evidence. The Secretariat needs to ensure that Governing Bodies are in a position to function effectively.

### **5. WHO has sometimes prioritised the sensibilities of governments over the wellbeing of their peoples. How would you ensure that WHO is accountable to the citizens of countries, as well as to their leaders?**

- WHO has to be always on the side of health. Different views and approaches are naturally part of daily life, and WHO must be able to find the way forward according to its fundamental responsibility - to protect health. This is well documented in WHO Constitution.
- WHO is formed by its Member States and each Member State is accountable to their own citizens. Resolutions and positions adopted by WHO Governing Bodies are an important reflection of an international consensus. This will have an impact on how individual governments operate. For example I am sure that the Framework Convention on Tobacco Control will help to strengthen tobacco action in individual countries independent from their state of development.

**6. Politics is crucial in determining health outcomes. How would you ensure that WHO extends its influence international and local political decisions that are relevant to health?**

- WHO must have the courage to stand up and defend health in all circumstances. This is what the Member States expect from WHO. The experiences from SARS showed very clearly that the world accepted WHO's leadership in a critical situation. WHO's advice was recognized and respected.
- The quality of our work is the key to our success and credibility. WHO has to maintain the highest possible scientific and technical standards. There is no better way of ensuring WHO's influence. Another important element is competent and transparent communication. Our messages must be clear, convincing and easy to understand.