

Curriculum Vitae



Dr Mohamed Abdi Jama

Date of Birth: 26-02-1952

Place of Birth: Mogadishu, Somalia

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1. A strong technical and public health background and extensive experience in international health

Dr Mohamed Jama spent more than three decades working on multidisciplinary solutions to problems in the fields of national and international health, nutrition, humanitarian and health emergencies, poverty reduction and development. He has strong technical credentials, having been, at different times, a paediatrician, public health practitioner, educator, researcher, policy maker and manager at national and international level.

Dr Jama is a physician with postgraduate training in paediatrics and public health. He is a Fellow of the Faculty of Public Health of the Royal Colleges of Physicians. His work brought him into close contact with people in need, their leaders, opinion and policy makers, national government institutions, intergovernmental organizations (e.g. United Nations, International Committee of the Red Cross, International Federation of Red Cross and Red Crescent Societies, Bretton Woods Institutions), regional organizations, (e.g. League of Arab States, Organization of the Islamic Conference, African Union and the European Union), civil society, and philanthropic organizations and foundations.

His work experience ranged from advising on public health policy and strategy at national and international level, to teaching and health research as a faculty member, clinician and educator at Banadir Hospital in Mogadishu and community health practice at the community level and as an international civil service with the World Health Organization.

Dr Jama was instrumental in bringing about and concluding successful humanitarian negotiations for access to health services in several conflict affected countries. His efforts resulted in the forging of days of peace and tranquility among opposing factions that enabled vaccines and other life-saving health interventions to be delivered to millions of children under 5 years old. His experience at both national and international level in health policy and strategy development for various health service delivery models in diverse political, social and economic settings demonstrates his commitment to Universal Health Coverage and health systems strengthening, which lie at the heart of the of the Sustainable Development Goals (SDGs).

In his 26 year career as an international civil servant at the World Health Organization (WHO), Dr Jama held key technical and managerial positions in complex development settings in Somalia, Djibouti, Afghanistan and Pakistan, and at regional level in the WHO Regional Office for the Eastern Mediterranean, in Cairo, Egypt, and finally at global level at the WHO Headquarters in Geneva, Switzerland. A brief career history is summarized below.

Career history from most recent

- Feb. 2016–Present. Senior Public Health Policy Adviser and founding member and President of the Board of Directors, Centre for Strategic, Humanitarian and Development Studies and Services, Somalia.
- Mar. 2014–Jan. 2016. Independent consultant on child health, and Public health policy adviser to international Organizations.
- Oct. 2009–Feb. 2014. Assistant Director-General, General Management, WHO, Geneva, Switzerland. Responsibilities included global strategic programme planning, management, monitoring and evaluation, administrative support functions and services such as human resources management, resource mobilization policy and strategy, budget and finance, the supervision of the Global Service Centre, and information and communications technology.
- Aug. 2002–Sept. 2009. Deputy Regional Director and Director of Programme Management, responsible for programme management and administration in the WHO Eastern Mediterranean Region, WHO Regional Office for the Eastern Mediterranean, Cairo, Egypt. WHO.
- June 2001–Aug. 2002. Assistant Regional Director, responsible for humanitarian emergencies and programme planning, WHO Regional Office for the Eastern

Mediterranean, Cairo, Egypt.

- Oct. 2000–May 2001. Regional Adviser, WHO Programme Development, in charge of programme planning, monitoring and evaluation for the 22 countries of the Region, WHO Regional Office for the Eastern Mediterranean, Cairo, Egypt.
- Dec. 1999–Sept. 2000. WHO Representative for Afghanistan and Pakistan.
- April 1998–Nov. 1999. WHO Representative for Afghanistan.
- Aug. 1991–Mar. 1998. Medical Officer, Health systems based on primary health care, WHO, Afghanistan.
- Mar. 1991–July 1991. Project officer and Consultant for primary health care and Basic Development Needs Programme, Djibouti and Jordan.
- Jan. 1988–Feb. 1991. Project officer, Primary health care programme , and Basic Development Needs Programme , WHO, Somalia.
- Feb. 1985–Dec. 1987. Lecturer in Paediatrics, Faculty of Medicine, Somalia National University, Deputy Director, Head of Department of Paediatrics and Coordinator of the Diarrhoeal Disease Training Centre which promoted the use of oral rehydration therapy (ORT), Banadir Hospital, Mogadishu, Somalia.
- Sept. 1984–Jan. 1985 Lecturer in Paediatrics, Faculty of Medicine, Somali National University, Mogadishu, Somalia.
- Jan. 1983–Aug. 1984 Assistant Lecturer, Faculty of Medicine,, Banadir Hospital, Mogadishu, Somalia.
- Jan. 1981–Dec. 1982 Postgraduate studies in paediatrics, Banadir Hospital, Faculty of Medicine, Somali National University, Mogadishu, Somalia.
- Dec. 1979–Dec. 1980 Medical Officer, Halba I & II refugee camps, Lugh District, Ghedo Region, Somalia.

2. Competence in organizational management

Throughout his career, Dr Jama demonstrated strong technical, organizational and managerial skills, leading and managing multinational teams in the various positions he held both at national and international level.

In early 1980s, Dr Jama established and managed the first national diarrhoeal disease control

training centre promoting the use of oral rehydration therapy (ORT) at Banadir Hospital, Mogadishu, Somalia, which was later replicated in other regional hospitals in the country.

In 2002, Dr Jama led the reorganization of the WHO country office in Afghanistan, staffing it with a multidisciplinary team and a new vision with clear objectives in delivering measurable results in a challenging environment.

He was a key member and co-team leader of a multiagency team that formulated the first post-conflict national health policy in 2002. The team designed a new performance-based service delivery model – the Basic Package of Health Services – which was shown after a decade of implementation to have dramatically improved the health status of the people of Afghanistan.

Dr Jama played a critical role in reforming and shaping the technical work and managerial functions of the WHO Regional Office for Eastern Mediterranean Region during his tenure as Assistant Regional Director and subsequently Deputy Regional Director of the WHO Regional Office for Eastern Mediterranean.

In 2004, Dr Jama coordinated and chaired an interdisciplinary team of staff from headquarters, regional offices and country offices that was tasked with strategizing, planning, designing, developing and rolling out an integrated WHO-wide management and administration system. As a result, in 2008, WHO was able to successfully pool and integrate its previously fragmented administrative functions and services under one common system in an offshore office located in Kuala Lumpur, Malaysia (Global Service Centre). This was made possible by the adoption of an enterprise resource planning (ERP) model, upon which WHO developed its General Management System. The system was one of the most successful initiatives aimed at improving the transparency and accountability of WHO programme management. It enabled the Organization, for the first time in its history, to manage and automate its management and administrative services, obtain real-time information of all transactions pertaining to its human resources, procurement, payroll, financial accounting, and harmonize its information and communications technologies.

As Assistant Director-General from 2009, Dr Jama led and managed a team of 670 professionals who handled the full range of WHO programme management and administration. This included responsibility for the monitoring of programme budget implementation for the Organization, resource mobilization, administrative support services, human resource functions and services including career development and learning, budget and finance, information and communications technology, and the modernization and integration of the global programme and administrative functions.

Dr Jama led and coordinated the development of the managerial component of the WHO reform of 2011 which was implemented in the following years. Among the key initiatives and major changes introduced were:

(a) a new WHO results chain (theory of change) which defined the contribution to health outcomes at country level by each of the three levels of the Organization, in order to improve accountability and clarify the division of labour;

(b) a WHO web portal where Member States can directly access information on the progress made, and track both results achieved and the resources used for the implementation of the WHO programme budget at country, regional and headquarters level;

(c) a human resources strategy that focuses on how WHO can attract and retain talented people from across diverse geographic areas, so that they can best serve its mission and mandate;

(d) an accountability framework aimed at improving transparency and responsibility for results and resources used by the WHO secretariat, and which is reported to its governing bodies.

3. Proven historical evidence for public health leadership

1979–1987 Ministry of Health, Mogadishu, Government of Somalia

Dr Jama began his career as a Medical Officer at Halba I&II refugee camps in Lugh district of Ghedo Region in Somalia in December 1979. In the following 12 months he organized and established a health delivery system staffed by a mix of community health workers, including community midwives, which provided primary health services to over 70,000 refugees from neighbouring Ethiopia.

Dr Jama served the Ministry of Health and the Somali National University in various positions, such as Assistant Lecturer and later as a lecturer in paediatrics at the Faculty of Medicine and Surgery of the Somali National University in Mogadishu. He also served as the Deputy Director and head of the Paediatric department of Banadir Hospital.

World Health Organization

Jan. 1988–Feb. 1991 Project Officer for primary health care services, Mogadishu, Somalia

Dr Jama was responsible for the development of health systems based on primary health care in two major regions (Lower Shabelle and Bay) in Somalia. During this period he led the formulation of programme policies, strategies and plans of action for the delivery of a primary health care service. He also designed a programme of community-based development initiatives run and managed by the local community leaders in most of the villages. Health was used as an entry point for mobilizing communities to take charge of their own development programme.

Mar. 1991–Aug. 1991 Project Officer for primary health care and Basic Development

Needs, Djibouti

Dr Jama developed a national strategy and a plan of action to accelerate the implementation of primary health care and Basic Development Needs. The latter was a community-based initiative aimed at empowering local communities by encouraging their involvement in and leadership of their health and development activities.

Aug. 1991–Mar. 1997 Medical Officer for the development of health systems based on primary health care, Kabul, Afghanistan

Dr Jama was responsible for the formulation of health policies, strategies and plans of actions for the delivery of primary health care services and community-based development initiatives in Afghanistan. The programme was curtailed by the extremely challenging situation, characterized by conflict, insecurity, and major population displacement within and outside the country.

This situation required a different strategy that could deliver health services close to the people. Dr Jama led the decentralization of the WHO presence in the country. He established five major sub-offices from which WHO could work closely with the provincial health authorities, NGOs and communities involved in the delivery of a package of public health interventions.

Nearly three decades later, these WHO sub-offices have become an integral part of the provincial health partnership landscape and an enduring source of strategic and technical advice for provincial health authorities and NGOs. In addition, they provide training for health workers engaged in the delivery of the newly redesigned performance-based package of health services led and implemented by the Ministry of Health.

Apr.1998-Dec.1999 WHO Representative for Afghanistan

In his capacity as WHO Representative for Afghanistan, Dr Jama organized and managed one of the largest WHO offices in the Region, with over 180 employees which he deployed in the five major sub-offices he established in the country.

During this period Dr Jama led the development and implementation of several major initiatives, including the polio eradication action plan supported by the five-year EPI strategy, which attracted new sources of reliable funding. This initiative boosted EPI coverage, reaching the largely unreached communities and thus saving the lives of millions of children from vaccine-preventable diseases. The programme also established an active surveillance system that can detect and report cases of acute flaccid paralysis (AFP) as part of the polio eradication initiative.

Dec. 1999–Sept. 2000 WHO Representative for Afghanistan and Pakistan

During this assignment, Dr Jama led and managed the two largest WHO offices in the Eastern Mediterranean Region, with a combined technical, managerial and administrative staff of over 700.

In the case of Pakistan, he consolidated and strengthened the technical capacity of the four WHO sub-offices, deploying over 500 employees. It was during this period that he mobilized WHO technical support for the development of major public health policies and strategies, including the five-year EPI and polio eradication strategy and plan of action, and the TB, HIV and malaria control strategies, together with a clear road map for funding and implementation which was secured both from internal and external resources.

October 2000–May 2001 Regional Adviser for WHO Programme Development, Regional Office for the Eastern Mediterranean, Cairo, Egypt

Dr Jama was responsible for the development of WHO regional programme budget policy and strategic directions, and for planning, management, monitoring and evaluation of WHO's technical cooperation with member countries, the objectives of which were to strengthen the national health systems capable of reducing excess morbidity, mortality and disability plus promotion of health in the 22 countries of the Region. This was achieved through the coordination of a process of (a) gathering scientific knowledge and evidence produced by the best practices and experience gained through WHO technical cooperation with countries worldwide, as well as through evidence gathered from health research and commissioned studies in health and development across the Region and the rest of the world; and (b) translating the available knowledge and evidence into policies, feasible implementation strategies and action plans to support national efforts in health systems strengthening and in disease control activities.

Jun. 2001–Aug. 2002, Assistant Regional Director, WHO Regional Office for the Eastern Mediterranean Region, Cairo, Egypt

Dr Jama served as Assistant Regional Director with responsibility for leading and shaping the policies and strategies for ensuring efficient and effective regional humanitarian and health emergency preparedness and response in order to save lives and avert disease outbreaks. This included the design and development of recovery strategies after a crisis has subsided.

In addition to his responsibility as Assistant Regional Director, in 2002, Dr Jama was tasked with leading and coordinating WHO's global response to the health and humanitarian emergency in Afghanistan, within the country and in neighboring countries. This included the development of post-conflict reconstruction strategies and plans for the health sector in Afghanistan, which mobilized significant resources for the health sector at the donors' meeting held in Japan in January 2002.

In the following years, Dr Jama coordinated and contributed to the development of the health

component of multi-agency reconstruction plans for Iraq and Sudan with the objective of mobilizing national and international resources. Dr Jama also guided and coordinated the development of the health sector strategy and action plans as part the Joint Needs Assessment (JNA) for Somalia and South Sudan.

Jul. 2002–Sep. 2009 Deputy Regional Director, WHO Regional Office for Eastern Mediterranean Region, Cairo, Egypt

As Deputy Regional Director for the WHO Regional Office for the Eastern Mediterranean in Cairo, Egypt, Dr Jama led, managed and supervised the technical programmes and managerial functions of the Regional Office and the overall programme for WHO's technical cooperation with the countries of the Region.

In this capacity, Dr Jama led the reorganization of the Regional Office and strengthening of the WHO country offices with technical staff capable of responding to the specificities of each country. This was achieved through what could arguably be termed as a game changer, by leading the development of the WHO Country Cooperation Strategy (CCS), a medium-term strategic plan for WHO technical cooperation with countries. The strategy document for each country captures the shifting needs and priorities while providing a thorough analysis of the state of health, social and economic development of the country. It also spells out the programme areas where WHO technical input is most needed, building on the comparative advantage of the organization. This document informs the preparation of the regional and the global programme budget of the Organization.

Furthermore Dr Jama led a major initiative aimed at strengthening the knowledge and evidence base for actions and interventions by enhancing the research capability of key institutions and by commissioning targeted operational research in priority health challenges, including health systems, access to and prices of medicines, health emergencies and outbreak responses, tropical disease research and other communicable and non-communicable diseases.

On the management and administrative side, Dr Jama spearheaded the improvement of the timeliness and response capacity of WHO management and administrative support services, such as human resources and procurement. He was also instrumental in ensuring that the WHO country offices have more authority to make decisions on the ground and greater accountability for action taken.

Oct. 2009–Feb. 2014 Assistant Director-General for General Management, WHO Headquarters, Geneva, Switzerland

During this period, Dr Jama was responsible for the coordination and development of the WHO global Programme Budget, a biennial strategic document that translates the goals and priorities outlined in the General Programme of Work (GPW) which defines the vision and work of the WHO Member States and Secretariat for a defined period and is approved by the World Health

Assembly. In this capacity, Dr Jama was the focal person leading the negotiation with Member States in the six WHO regions, the regional organizations such as the African Union, the European Union, the Americas and other health partners.

Dr Jama was also responsible for the reporting of the achievement of results and the resources used to achieve results to the governing bodies of WHO (Regional Committees, Executive Board and World Health Assembly).

4. Sensitivity to cultural, social and political differences

Dr Jama has a proven track record in working effectively with government authorities and institutions, the private sector, non-State actors and civil society organizations, the United Nations system and people from diverse cultural, social and political backgrounds. He is known to be an effective negotiator and strong team player who builds consensus and partnerships by reaching out to people from diverse cultural backgrounds and geographic areas for the achievement of common goals.

As the Deputy Regional Director of the WHO Eastern Mediterranean Region, he deputized for the Regional Director and supervised the work of the staff of the regional and country offices.

Dr Jama led and managed the largest cluster in WHO, the General Management cluster with over 700 professional staff of different backgrounds located in two geographic locations, Geneva, Switzerland and Kuala Lumpur, Malaysia.

5. A strong commitment to the work of WHO

Dr Jama has deep knowledge of the governance and work of WHO and has demonstrated his unwavering commitment to the mission and mandate of the Organization as defined by its constitution.

Over a span of more than two and a half decades, Dr Jama has served the three levels of WHO in senior positions where he witnessed and appreciated the critical role and difference WHO can make to the lives of people.

His commitment to and passion for serving people in need intensified during his years of service with WHO, particularly at country level where his daily interaction with ordinary people, national authorities, their institutions and their international partners strengthened his conviction of the noble role of the Organization.

Dr Jama has authored/co-authored many scientific papers, published and unpublished and numerous technical reports and policy briefs.

Dr Jama is an Officer DE l'Ordre National Du 27 Juin 1977 of the Republic of Djibouti. He is also a member the Transitional Independent Monitoring Board of the Global Polio Eradication.

6. Good health condition required of all staff members of the organization

Dr Jama is in good health.

Academic and professional qualifications

- Laurea in medicina e chirurgia, cum laude: Faculty of Medicine, Somali National University, Mogadishu, Somalia 1979.
- Diploma in Paediatrics, cum laude: postgraduate studies in Paediatrics, Faculty of Medicine, Somali National University, Mogadishu, Somalia, 1982.
- Certificate in clinical aspects of diarrhoeal diseases, International Centre for Diarrhoeal Disease Research (ICDDR), Dhaka, Bangladesh, 1983.
- Certificate in child nutrition, National Institute of Nutrition, Rome, Italy, 1984.
- Certificate in medical sociology and health planning, postgraduate course, Faculty of Medicine, jointly organized by the Somali National University and Leiden University of the Netherlands, Mogadishu, Somalia 1987.
- Certificate in epidemiology in primary health care, jointly sponsored by the Somali Academy of Science and Arts and the Swedish Agency for Research Cooperation with Developing countries, Faculty of Medicine, Somali National University and Umea University of Sweden, Mogadishu, 1987.
- Certificate in health care financing in developing countries, Center for International Health, School of Public Health, Boston University, Boston USA, 1995.
- F.F.P.H, Fellow of the Faculty of Public Health of the Royal Colleges of Physicians, United Kingdom, 2005.