WORLD FEDERATION OF PUBLIC HEALTH ASSOCIATIONS
50TH ANNIVERSARY - 1967-2017

Strategic Plan 2018-2022

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1. Introduction

Worldwide, health is improving and people are living longer (1). The increase in life expectancy is due to a combination of public health interventions. These include access to safe water, sanitation and nutrition, indoor air quality; disease prevention and control programmes; advances in treating communicable, maternal, neonatal and nutritional conditions; and improved access to health care and social services (1). Despite these public health achievements there are widening gaps, within and between countries, in income levels, opportunities, health status, life expectancy and access to health care (2, 3). The World Health Organization (WHO) states that the persistence of profound social and economic inequities compromises the freedoms, entitlements and human rights of individuals (3).

Since its inception in 1967, the World Federation of Public Health Associations (WFPHA) has played a significant leadership role in public health. Its enduring values of social justice, solidarity, equity and human rights are the basis of the actions and activities of the Federation (4). The WFPHA remains the only worldwide professional organization representing and serving the discipline of public health.

Maintaining, and building upon, its global public health leadership position requires the WFPHA to: (1) be cognisant of the major public health challenges (Box 1); (2) respond to the sustainable development goals; (3) consolidate and enhance its strengths, and capitalise on opportunities; (4) develop and grow a new generation of public health professionals and practitioners; and (5) assure that organisational developments and systems support its strategic intentions.

Box 1: Responding to major public health challenges

- Unacceptable, entrenched health inequities, both within and between countries
- Disparities in the social determinants of health
- Global burden of disease dominated by: non-communicable diseases; mental disorders; violence and injuries
- Armed conflict and natural disasters resulting in large scale displacement of communities
- The epidemiological trap of co-existence of communicable and non-communicable diseases in many low-and middle-income countries
- New emerging infectious disease epidemics
- Inadequate surveillance and response systems especially for public health emergencies
- Growing threat of antimicrobial resistance, and the potential to reverse public health gains
- Global environmental changes
- Sub-optimal stewardship and leadership
- Health policy and implementation failures of effective preventive, promotive and protective interventions
- Poor health systems performance
- Crisis in human resources for health
- Financial constraints, wastage and corruption
2. Process of Developing the Strategic Plan

The WFPHA’s Strategic Plan, 2018-2022 aims to build on our proud 50-year history and sets out the goals of the Federation in the next five years (2018 - 2022). The Strategic Plan takes as its guide Agenda 2030, which is enunciated in the sustainable development goals (SDGs). The Strategic Plan identifies the high level strategies and activities to achieve these goals.

The Strategic Plan is informed by the following documents or initiatives:

a. A review of achievements of the past 50 years of the Federation’s existence, in preparation for the 50th anniversary celebrations and the 15th World Congress on Public Health
b. Review of various strategic plans of the Federation, and a qualitative assessment of achievements of the strategic plan, 2013-2017
c. The six actions promoted by WHO to help build better systems for health and to achieve the health and health-related sustainable development goals (SDGs) (3)
d. The Global Charter for the Public’s Health (Charter), which was developed by the WFPHA in collaboration with the WHO (5).
e. The Melbourne Call to Action, endorsed by the 15th World Congress on Public Health held in Australia in April 2017 (6).
f. Findings and recommendations of the WFPHA Working Groups
g. Strategic goals of the Students and Young Professionals Working Group
h. Inputs received via email from 54 individuals from member organisations.
i. Incorporation of comments from members of the Governing Council, Advisory Board and member organisations.

3. Our Core Values

Our core values informing the strategic plan are listed below.

**Right to Health:** Health is a fundamental human right and a public good

**Social Justice, Solidarity and Equity:** Fairness and elimination of health disparities

**Diversity, Inclusion and Non-discrimination:** A global public health perspective that includes diverse social and cultural backgrounds, and non-discrimination on the basis of ethnicity, race, gender, sexual orientation, religion, and disability

**Partnerships:** Collaboration at all levels, from community to global, as a basis for mutual learning and capacity building

**Ethical Conduct:** Mutual trust and respect, collegiality, and integrity
4. The Global Charter as a Guiding Framework

The core of the Global Charter consists of the essential public health functions of disease prevention, health promotion and protection of all people (5, 8). The Charter recognizes the importance of effective advocacy, good governance, capacity building and adequate information in enabling these essential functions (5, 8). This is illustrated in Figure 1.

5. Our Vision and Mission

**Vision:** Leading the quest for health equity and healthy lives for all people and communities

**Mission:** WFPHA is an international, non-governmental, civil society, multi-disciplinary federation of public health associations dedicated to preventing disease, and the promotion and protection of the public's health, with the aspiration to set up secure, resilient and sustainable health systems at the global level.
6. Strategic goals

This strategic plan is directed at our primary stakeholders who are: WFPHA member associations and organisations; the WFPHA Governing Council and working group members; WFPHA staff, interns and individual volunteers; and WFPHA Advisory Board members.

The strategic plan should be seen a dynamic, and ‘living’ document. As a WFPHA, we commit to implement the strategic plan in a manner that upholds our values, responds to the needs of our member organisations, and draws from, and learns from our partners. We will strive to respond to Agenda 2030, enshrined in the SDGs, and use evidence-based approaches, including the All hazards, One World-One Health, and Planetary Health.

We will endeavour to plan for, and monitor the implementation of the strategic plan through consultation with our members, and the development of an annual operational plan. We recognise the importance of sustainable funding and resources to the implementation of the plan, and will develop a fund-raising plan for a five-year plan that corresponds to the period of our strategic plan.

Over the quinquennial period from 2018 until 2022, the Federation will pursue five strategic goals:

1. **Goal 1:** Advocate for health equity and global policies to improve the health of populations
2. **Goal 2:** Promote, support and strengthen member associations
3. **Goal 3:** Develop and advance public health practice, education, training and research
4. **Goal 4:** Grow new, and strengthen existing, partnerships with groups and individuals who share our values
5. **Goal 5:** Build an effective, responsive and sustainable WFPHA

Table 1 below summarises the intended outcomes of each goal, and the key strategies or activities for achieving these.
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<th>Goal</th>
<th>Intended outcomes</th>
<th>Strategies</th>
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<td><strong>Goal 1: Advocate for health equity and global policies to improve the health of populations</strong></td>
<td>1. Vulnerable groups, especially women, children, elderly, displaced and/or indigenous populations are prioritised in all our work 2. Health equity as a major focus of each World Congress of Public Health 3. All member organisations display the Global Charter on their websites 4. One trained/designated Health Equity Champion in at least 25% of member organisations, of which 10% in low and middle-income countries (LMIC) 5. A finalised WFPHA policy advocacy toolkit customised for use in different geographical and political contexts and settings, and that focuses on the core outcome of achieving health equity and improved population health outcomes 6. At least one dedicated joint WFPHA/WHO session/debate on health equity at World Health Assembly attended by policy-makers from WHO member states</td>
<td>1. Nurture and continue collaboration with WHO 2. Support working groups and ensure that health equity and improved population health are cross-cutting issues for all 3. Implement digital campaign on importance of reducing health inequities or achieving health equity 4. Encourage the implementation of the Global Charter in different geographical settings 5. Investigate seed funding as incentive for Global Charter Implementation 6. Develop annual reporting framework on implementation of the Charter for completion by all member organisations 7. Encourage members’ active participation in coalitions or advocacy initiatives towards the achievement of the SDGs 8. Develop Webinar on public health advocacy for health equity 9. Conduct annual Webinar on advocacy for health equity 10. Encourage sharing of good public health laws, policies and practices among member organisations</td>
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<td><strong>Goal 2: Promote, support and strengthen member associations</strong></td>
<td>1. Existing national public health associations that are full members maintain their status and remain active in 2022 2. Functional regional networks established in all WHO regions 3. At least 20% of full member organisations report on practical networking or collaborative activity with 2 or 3 member associations that advance WFPHA goals 4. Each active working group is representative of Students and Young Professionals, geographical region, and gender 5. One trained/designated Health Equity Champion in at least 25% of all member organisations, of which 10% should be in low and middle-income countries (LMIC)</td>
<td>1. Develop list of generic resource materials and tools that are applicable across geographical settings and country contexts 2. Post resources on WFPHA website 3. Actively encourage sharing and use of these resource materials and tools by member associations 4. Set up task team to explore an approach to strengthening PHAs, including technical and resources support, with special focus on low and middle-income countries 5. Organise at least 1 joint activity with partners or members at global or regional level (workshop, congress, campaign) per year 6. Explore appropriate forums and/or approaches for sharing of and learning from good practices among member organisations (e.g. at General Assembly) 7. Ensure each working group has one Student or Young Professionals as co-chair or deputy chair 8. Ensure representation of women in governing structures and working groups of member organisations</td>
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<td>9. Support chair of each working group to do an audit of working groups membership to ensure representativeness, especially of members in LMIC</td>
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<td>10. Explore virtual two-way mentoring programme involving Governing Council or Advisory Board members and young professionals /students</td>
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<td>11. Explore modest financial or technical support for each working group to ensure optimal functioning</td>
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<td>Goal 3: Develop and advance public health practice, education, training and research</td>
<td>1. Use the Global Charter as a public health and education framework (incorporating key public health competencies and accreditation standards) in at least one WHO region initially</td>
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<td>2. Enhanced discourse on public health education and training and practice</td>
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<td>3. Explore one multi-country collaborative research initiative between WFPHA member and Schools of Public Health or public health academics/ researchers</td>
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<td>4. Students and Young Professionals working group or special interest group established in at least one third of national public health associations</td>
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<td>5. Improved engagement of Students and Young Professionals in public health conferences.</td>
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<td>1. Include dedicated sessions on public health education/training, practice competences and research within the World Congress of Public Health, as well as regional and national conferences</td>
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<td>2. Identify strategic joint initiatives between the WFPHA and educational institutions and/or regional structures</td>
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<td>3. Conduct meetings with key officials from regional associations of public health schools and global/regional networks of public health institutes</td>
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<td>4. Continue publication of relevant articles in JPHP</td>
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<td>5. Support the existing initiative of the Association of Schools of Public Health to develop key competencies and a possible accreditation framework for the region</td>
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<td>6. Establish or re-build new regional PHAs where appropriate</td>
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<td>7. Develop strategies to foster collaboration between national PHAs, Academic Institutions of Public Health and National Governments</td>
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<td>8. Encourage participation of students and young professionals in their national PHAs</td>
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<td>9. Increase accessibility of national public health conferences and the World Congress on Public Health for Students and Young Professionals, particularly from LMIC</td>
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<td>6. Goal 4: Grow new and strengthen existing partnerships with groups or</td>
<td>1. New collaboration plan with WHO</td>
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<td>2. At least one collaborative or joint activity with WFPHA partners</td>
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<td>3. At least one strategic meeting between WFPHA</td>
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<td></td>
<td>1. Nurture and continue collaboration with WHO (Geneva head office)</td>
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<td>2. Identify and meet with key stakeholders in WHO</td>
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<td>3. Write collegial letter to Presidents partners, and request</td>
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<td><strong>Goal</strong></td>
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<td>individuals who share our values</td>
<td>regional structure and its partner WHO region and with WFPHA key partners and supporters</td>
<td>strategic meeting</td>
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<td>7. <strong>Goal 5:</strong> Build an effective, efficient responsive and sustainable WFPHA</td>
<td>1. WFPHA to be recognised and known as global voice for public health 2. Visible WFPHA brand established in social media and other communication channels 3. At least 50% of member organisations have participated in the Webinar on public health advocacy or have held a dedicated workshop on advocacy 4. Sustainable, multi-year funding 5. Dedicated staff member responsible for communication and advocacy 6. Monitoring and evaluation (M&amp;E) framework established 7. WFPHA meets corporate governance standards for non-governmental organisations 8. New partnership with foundations, corporations and potential donors in line with WFPHA fundraising and sponsorship policy.</td>
<td>1. Develop annual electronic calendar of Federation and member organisation major strategic activities 2. Clear outline of roles and responsibilities of office bearers, Governing Council and Advisory Board members 3. Develop user friendly governance guidelines, with clear accountability mechanisms 4. Ensure orientation and governance training of all new Governing Council members 5. Develop M&amp;E framework with clear reporting deadlines and annual review of the Strategic Plan 6. Set up task team to develop fund-raising and sustainability strategies linked to the Strategic Plan 7. Consider additional forums to facilitate engagement and/or participation of students, young professionals and member organisations in Federation's endeavours 8. Review GC and AB meetings- structure, content and functioning 9. Revitalise and invest in the WFPHA website to support our strategic intentions, build the brand and to work to our advantage 10. Develop digital communication strategy, including updated web platform, in support of the Strategic Plan</td>
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Overview

Vision
Leading the quest for health equity and a long and healthy life for all people

Values
Right to Health
Social Justice, Solidarity and Equity
Diversity, Inclusion and Nondiscrimination
Partnerships
Ethical Conduct

Goals
Goal 1
Advocate for health equity and global policies to improve the health of populations

Goal 2
Promote, support and strengthen member associations

Goal 3
Develop and advance public health practice, education, training and research

Goal 4
Grow new and strengthen existing partnerships

Goal 5
Build an effective, responsive and sustainable federation
References