

Public Health Institutes of the World

A faint, grayscale world map serves as the background for the title text.

ACTION PLAN 2022-2023

EXECUTIVE SUMMARY

DECEMBER 2021

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OVERVIEW

[IANPHI's strategic vision 2021-2025](#) was published, following approval at the Annual General Assembly in December 2020. To support delivery of the vision, IANPHI has decided to:

1. Continue progress on the current priorities and initiatives;
2. Develop an action plan to ensure resources are matched to priorities;
3. Develop the platforms and infrastructure necessary for successful implementation.

Core to IANPHI's mission is supporting national public health institutes (NPHIs) to develop and strengthen their institutes using tools including a maturity model that reflects the WHO framework for [Essential Public Health Functions](#). This continues to be the key driver for supporting our diverse membership to achieve the best health outcomes for the populations they serve and to increase their global reach and impact.

IANPHI will seek commitment from its membership as well as strengthen the secretariat to deliver on its ambitious strategic goals.

The focus of the action plan is to expand activities associated with developing and strengthening NPHIs. Our approach is focused on generating and disseminating evidence and knowledge, building the collective intelligence of members and external partners, whilst growing outcome-based activity through strengthened partnerships.

This summary document is a précis of the action plan and workplan for 2022-2023 that allows us to realize our vision and achieve the strategic priorities.

By 2025, IANPHI will:

- Have secured its position as a global player by leveraging its collective power as a leader in public health;
- Be a provider of needs-based support to its members in developing and strengthening the mandates of public health institutes;
- As a voice of action, be increasingly influential in shaping the global agenda through collective leadership and bridging the gap between commitments and their sustainable implementation;
- Have secured the future of IANPHI as an association for future public health professionals and leaders.

INTRODUCTION

IANPHI published an updated strategic vision in 2020, setting out organizational priorities for the 2021-2025 period. During 2021 IANPHI has been implementing the strategy and actively taking external partnerships into the next stage of development through converting MoU's into action. Santé publique France continues to generously support IANPHI through the investment in the management and administration of the IANPHI Secretariat. Similarly, the IANPHI U.S. Office, Atlanta, with continued support from the U.S. Centers for Disease Control and Prevention, provides the development of partnerships, programs and targeted activities and investments related to NPHI strengthening, as well as produces tools, case studies, best practices, and manages communications that promote IANPHI's mission externally and internally.

Core to the mission is strengthening national public health institutes through a maturity model reflecting the World Health Organization's framework on Essential Public Health Functions. This has been essential in supporting NPHIs to strengthen their position in the complex system they operate in. IANPHI is connecting WHO priorities on Essential Public Health Functions, health intelligence, pandemic preparedness, response and recovery and the WHO Academy within the approach to develop and strengthen NPHIs through its core activities. IANPHI sees itself as the voice of action in supporting a needs-based solution-driven approach through the development of NPHIs. WHO is actively considering granting formal recognition to IANPHI under its observer category as an interstate actor, with rights to attend its high-level governance meetings, including the Executive Board and the World Health Assembly.

The regional networks continue to develop and have made a key contribution to the success IANPHI sees today. A key factor, moving forward, will be to ensure the networks are optimized through member engagement as well as advancing the opportunity to engage in existing networks and partners that our member institutes have already established.

ACTION PLAN

In developing the plan, it is recognized that IANPHI needs to:

1. Be a catalyst for developing and strengthening public health systems through enhanced and sustainable collective input and action;
2. Act as an accelerator for NPHI development and strengthening to address health disparities through multi-agency global, regional, and national partnerships; and
3. Develop a fully optimized operating model and platforms.

There are fundamental drivers that will be instrumental in supporting the implementation of the action plan. These are:



The key activities required to implement the strategy were agreed with the caveat that an approach to scale up activity in parallel to actively seeking and identifying resources will be required. This will enable a planned approach to prioritizing activities based on impact and outcomes.

DELIVERY AND OUTCOMES

The action plan document will position IANPHI both as a network of NPHIs and as a key player and influencer in global public health. The strategy has five strategic priorities (SP):

- SP1: Strengthen the professional relationships within IANPHI's unique global forum
- SP2: Harness the collective expertise of members to develop public health capacity globally
- SP3: Engage, support, and grow IANPHI's diverse and unified membership base
- SP4: Advocate globally and at country level for NPHIs as key public health actors
- SP5: Build an agile association that supports members through change

Each strategic priority has identified areas of impact and 25 strategic objectives. IANPHI has committed to supporting these initiatives and strengthening the platforms that will be essential to successful implementation. A detailed action plan with outcomes, resources, key performance indicators is available as part of the detailed action plan document. The action plan comprises two components: activities based on priority initiatives and the fundamental platforms/enablers essential to deliver the activities.

PRIORITY INITIATIVES

I. National Public Health Institute Development and Strengthening

Developing new public health institutes and strengthening established public health institutes through a maturity model and other related programs of work is core IANPHI business. The Essential Public Health Functions are central to IANPHI's key approach to support the development and strengthen how national public health institutes operate within the wide system they work in.

A peer support approach develops a series of evidence-based reports, analysis, guidelines, frameworks, and tools designed to strengthen IANPHI members, whilst building trusted partnerships with peers from NPHIs internationally.

II. Thematic Committees

Three key thematic committees have been prioritized:

1. Climate change and public health;
2. Public health professional development and NPHI capacity building;

3. Pandemic preparedness, response, and recovery.

4.

Focus and investment of time and resources will be required to fulfil the aims and ensure impact is made through outputs and outcomes. Any new thematic committees will be decided by the Executive Board.

III. Regional Networks

Regional networks are responsible for sharing good practice and building linkages between institutions within geographical regions. The four regional networks – Africa, Asia, Europe, and Latin America – are at different stages of maturity and have been instrumental in engaging members through sharing of good practices and intelligence.

A key factor will be to engage with existing networks and partners that our member institutes have already established within their regions. Integration of partners into the regional networks would enable IANPHI to build on existing bilateral partnerships and networks through consolidating IANPHI's strengths to provide mutual benefit in areas of common interest and priority.

IV. External Partnership Programs

IANPHI has established Memoranda of Understanding (MoU's) with key strategic partners; World Health Organization (WHO), WHO Hub for Pandemic and Epidemic Intelligence, Global Strategic Preparedness Network (GSPN), Taskforce for Global Health, Africa Centre for Disease Control and Prevention, Association of Schools of Public Health in the European Region (ASPER), Association for Public Health Education Accreditation (APHEA), Association of Schools and programs for public Health (ASPPH), European partnership for Health Equity and Wellbeing (EuroHealthNet) and Caribbean Public Health Agency (CARPHA).

Collaboration through targeted initiatives on common objectives including essential public health functions, capacity and capability building and integrated surveillance systems is being established through unilateral and cross-cutting external partnerships.

FUNDAMENTAL PLATFORMS AND ENABLERS

I. Sponsorship and Fundraising

To ensure that the objectives outlined in the strategic plan and reflected in the action plan are achieved, there is a requirement for core sponsorship, external grants, and funding to be secured. This is over and above the time and support our members provide. Without this the association will not be able to optimize and realize the future ambitions of IANPHI.

II. Knowledge Portal

As a key enabling platform the knowledge portal will be based virtually creating a conduit for interactions and dialogue between IANPHI members. It is intended to serve as a base for access to all reports, enable peer interaction, research and innovation, collaborations, and access to expertise.

III. Communications

Underpinning the success of IANPHI is a robust communications plan. This need to be structured and targeted with clear outcomes and measures. A draft communications plan 'Vision and Strategy for IANPHI Communications' was developed, which aligns with the ambitions of the IANPHI Strategy. This will be actioned in conjunction with the implementation of the action plan.

IV. Fully Functional IANPHI Secretariat

Ensuring the secretariat has the resources and infrastructure to deliver the action plan is essential. A two-stage approach will need to be adopted. An initial expansion of the secretariat will build initial additional capacity to progress the action plan. Securing investment will enable an expansion to ensure there is a range of experienced staff responsible for key functions to support an optimized operational model.

V. Focal Points Group

The focal points group is a newly established group that will work at the interface between the activities that IANPHI supports and the NPHIs. The aim is to widen the inclusion of senior level public health professionals from member organizations to participate and collaborate in IANPHI's activities. This will also enable the next generation of public health leaders to be involved on a strategic level.

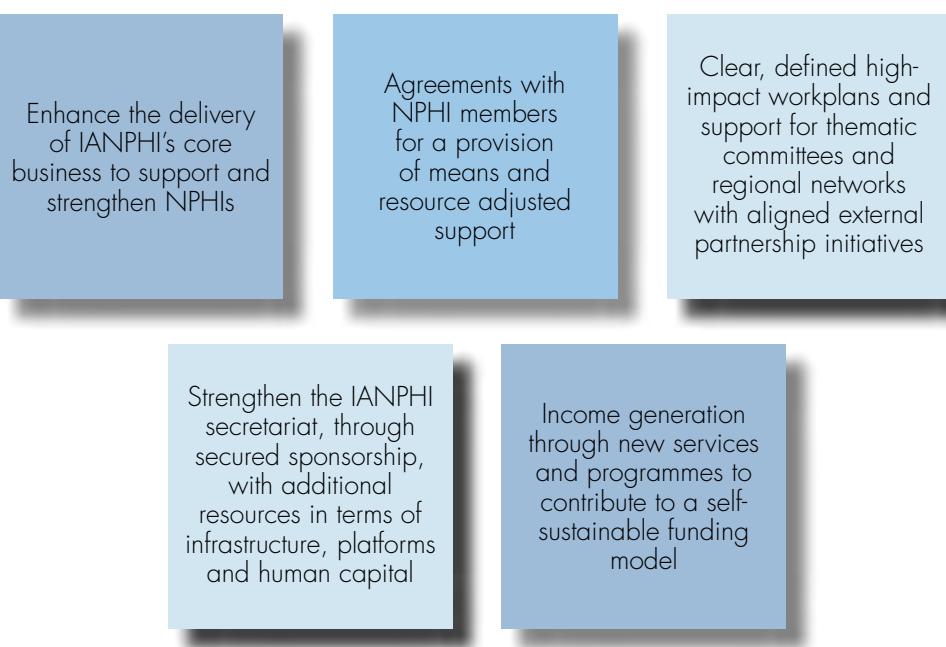
VI. Annual Meeting

The Annual Meeting which includes the General Assembly, is held once a year and is the main event to bring all members and key partners together, physically or virtually. It is the main opportunity for demonstrating progress and achievements. But more importantly, it provides an opportunity for sharing of knowledge and discussions. A follow-through and reflection within the action plan will be essential to ensure that there are key outcomes from this seminal meeting.

KEY CRITICAL SUCCESS FACTORS

The next year is a critical year for IANPHI, which is why the success of the action plan for 2022-2023 will be the foundation upon which the association can establish the future model to influence and impact the public's health.

Key critical success factors that will be essential for the success of the action plan:



RISKS AND MITIGATION

Identifying and accounting for risks that might arise and prevent the successful implementation of the Action Plan will need to be monitored by the Executive Board and the secretariat through a monitoring, evaluation and reporting system.

A key component to implementation will be to recognize, identify and mitigate the risks that would impede the success of the strategy. These factors may be internal or external, but the key will be to not only monitor and address these but have an agreed escalation process to ensure timely mitigation.

OUTCOMES

Over the next five years, IANPHI's work will be guided by its strategic vision as established by its global membership. Our priorities reflect IANPHI's core support to its members; a unique global forum to develop lasting relationships; a network of experts to develop NPHI capacity; a wealth of public health experience from across the globe; a unified voice promoting NPHIs; and an agile network that can accompany its members through change.

Achieving the five strategic priorities outlined in the strategic plan will be the main measure of success for the action plan. The key action points will guide IANPHI's work, and this action plan will ensure those goals are delivered.

The demonstration of measurable outcomes will be required to ensure that there is a return on the investment, effort, and inputs supporting the delivery of the action plan.

Success factors will include IANPHI, as an association to:

- have a diversity of membership that represents NPHIs around the world;
- impact global health issues through the collective intelligence of national public health institutes;
- build and strengthen NPHIs' position and capabilities as key organizations on national, regional, and international platforms across public health issues and enable impact on public health outcomes;

- support NPHIs with tools to address health inequalities and inequities with a whole system approach;
- create a thriving community where peer interaction, research and collaboration develop shared knowledge and evidence into practice;
- build a new generation of public health leaders to take forward the mission and vision of the association.

The key to supporting the activities outlined in this document rests on the ability to scale up resources and support within 2022-2023. The actions for subsequent years will include the core business of NPHI strengthening and will build on the workplan for an outcome-driven approach through the thematic committees and regional networks.

Success in achieving the strategic action plan will take a collaborative approach from the Executive Board and IANPHI members that can only be delivered with a strengthened IANPHI secretariat. External partners will play a key role in enabling IANPHI to demonstrate its impact on a global level through collective knowledge, evidence, and action.

This will build on the legacy the association has already established as demonstrated through the numerous examples of initiatives, tools and programs that have supported the strengthening of national public health institutes.

To achieve our new strategic vision through this action plan, IANPHI's global membership must continue to work closely together as a network representing the mandate of national public health institutes across the world through enhanced collaboration. Moreover, IANPHI will facilitate connections not only between NPHIs but also with partners to bring maximum added value to members and global public health.



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