



2025 PROGRESS REPORT

The International Association of National Public Health Institutes

–

IANPHI Secretariat Activities

IANPHI U.S. Office Activities

MARCH 2026

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ESSENTIAL ABBREVIATIONS

ACPHEED	ASEAN Centre for Public Health Emergencies and Emerging Diseases
Africa CDC	Africa Centers for Disease Control and Prevention
AFD	Agence Française de Développement
APHEA	Agency for Public Health Accreditation
AI	Artificial Intelligence
ASPHER	Association of Schools of Public Health in the European Region
ASPPH	Association of Schools and Programs of Public Health
China CDC	China Center for Disease Control and Prevention
COMSA	Countrywide Mortality Surveillance for Action
CRM	Customer Relationship Management
EB	Executive Board
ECDC	European Center for Disease Prevention and Control
EEA	European Environmental Agency
EHESP	Ecole des hautes études en santé publique
EMPHNET	Eastern Mediterranean Public Health Network
EPHF	Essential Public Health Functions
EUPHA	European Public Health Association
FIOCRUZ	Oswaldo Cruz Foundation
FPN	Focal Point Network
G20	Group of 20
GA	General Assembly
GHEC	Global Health Emergency Corps
GHHIN	Global Heat Health Information Network
GNAPH	Global Network for Academic Public Health
GOARN	Global Outbreak Alert and Response Network
HEPRR	Health Emergency Preparedness, Response, and Resilience
HIV	Human Immunodeficiency Viruses
IANPHI	International Association of National Public Health Institutes
IHR	International Health Regulations
INSP	Institut National de Santé Publique
INS	Instituto Nacional de Saúde
KDCA	Korea Disease Control and Prevention Agency
MoU	Memorandum of Understanding
NRL	National Reference Laboratories
NPHI	National Public Health Institute
PHAC	Public Health Agency of Canada
PHB	Public Health Bulletin
PHCU	Public Health Center of Ukraine
PHEPA	Dutch Public Health Emergency Preparedness Assessment
RKI	Robert Koch Institute
SDT	Staged Development Tool
SIDA	Swedish International Development Cooperation Agency
TEI	Team Europe Initiative

THL	Finnish Institute for Health and Welfare
UKHSA	United Kingdom Health Security Agency
UNUIGH	United Nations University Institute of Global Health
US CDC	United States Centers for Disease Control and Prevention
WFPHA	World Federation of Public Health Associations
WHO	World Health Organization
WMO	World Meteorological Organization

INTRODUCTION

This year, the International Association of National Public Health Institutes (IANPHI) has been in the final year of its strategic vision 2021-2025 (Annex 1). Building on previous IANPHI strategic plans, the 2021-2025 Strategic Vision aimed to strengthen National Public Health Institutes (NPHIs) through global networks and peer-to-peer support, a goal IANPHI has pursued for nearly 21 years.

We are currently updating the strategic vision for the next five-year period 2026-2030 to be approved during the online General Meeting in April, 2026.

The purpose of this report is to provide IANPHI membership and partners with an overview of the main activities undertaken in 2025. While it may not fully capture the comprehensive support provided by our members in developing and strengthening NPHIs and advancing the 2021-2025 strategy, it gives a solid sense of the volume of work completed. Thanks should go to IANPHI Members, as their expertise has been invaluable and remains central to the success of IANPHI-related activities.

MESSAGE FROM THE PRESIDENT



Dear IANPHI colleagues,

As IANPHI welcomes the arrival of 2026, we extend our warmest wishes to each and every one of you. It is important to reflect on the achievements of the past year, as well as to set out our ambitions for the year ahead in a period of continuing significant change in global health funding, infrastructure and services.

The December meeting of the IANPHI General Assembly closed 2025 by summarizing the year's achievements.

I want to start by thanking you, the IANPHI Members, for the work that you all do in supporting the public's health benefiting the diverse communities in your own countries and also to the global public health family. The last year has seen every country face and overcome significant public health challenges as our National Public Health Institutes (NPHIs) develop and strengthen, while new Institutes form and become IANPHI members. We are now 129 members in 107 countries and growing each year.

I would also like to thank the IANPHI Secretariat which has seen significant change. In 2025, after ten years of exemplary hosting the Secretariat moved from Santé Publique France in Paris to the Robert Koch Institute in Berlin. We wish to extend our heartfelt thanks to those who have contributed to IANPHI and have left the Secretariat during 2025 – Anne-Catherine Viso, Inès Ferrer, Sarah Fernandes, Silya Ferrat, Shrinidhi Nedumaram Lakshminarayanan and Yi Shang.

IANPHI continues to benefit from the excellent support of Sadaf Lynes, IANPHI Director of Collaborative Surveillance, Workforce and Health Emergencies, Professor Andrew Lee, IANPHI Technical Lead, Marie Le Roy, IANPHI Programme Manager, and Rosita Wigand, IANPHI Project Manager.

The IANPHI Secretariat has grown and strengthened this past year, with the appointment of a full-time IANPHI Secretary General, Professor Neil Squires, and the addition of new staff: Angela Fehr, as IANPHI Director of Programmes and Partnerships, Agathe Landel as IANPHI Event Manager, and Eloisa Montt Maray, as IANPHI Coordinator for Committees and Networks.

The U.S. Office of IANPHI has also been expertly led through significant change by its director, Ellen Whitney and continues to be a vital and active contributor to IANPHI's mission and goals.

The 2025 Annual Meeting in Maputo, Mozambique, and the Europe Network Meeting in Oslo, Norway, were two huge successes, with panel and group discussions on policy making, surveillance, ethics, the changing context and emerging threats as well as how NPHIs and international public health organizations can work together. A Memorandum of Understanding was also signed between IANPHI and the European Center for Disease Control in Maputo.

A number of our activities in 2025 were only possible because of the generous funding and support of external partners and IANPHI member contributions. We would like to offer our thanks to the Gates Foundation, U.S. Centers for Disease Control and Prevention, Public Health Agency of Canada, French Development Agency, European Environmental Agency, WHO Berlin Hub and the German Government; as well as to the IANPHI members, who have provided 'in-kind' support, through their valued technical input and expertise. Particular thanks go to FIOCRUZ for facilitating an influential discussion on the importance of NPHIs during its hosting of the 17th BRICS Summit in September 2025.

IANPHI is in the process of developing a revised five-year strategy for 2026 to 2030 building upon the prior strategy which ended in 2025. It will retain our primary mission and goals and equips IANPHI for the challenges of a changing world. We aim to launch the new strategy in second quarter, 2026.

Two of our thematic committees were able to meet in person during 2025 thanks to funding from members and partners: the Social and Public Health Inequalities Thematic Committee met in June 2025 around the topic 'How can NPHIs advance equity approaches to well-being to influence population health outcomes?', and the Climate Change and Public Health Thematic Committee organized a workshop as a side event of the One Sustainable Health Forum in November 2025.

The IANPHI Secretariat will soon launch a call for an expression of interest to establish the Thematic Committee on the Essential Public Health Functions. This committee's outputs will align with the first-time inclusion in the WHO 14th General Programme of Work of the goal to strengthen national institutional capacities for EPHFs to improve health systems resilience.

I encourage all of our members to participate in our thematic committees and in the Focal Point Network to ensure a broad regional and global representation in these important bodies of the Association.

We hope that 2026 will continue to be a fruitful year, strengthening IANPHI as a Network where Members can contribute to share their experiences, support each other as peers,

develop capabilities, and advocate for the public's health nationally, regionally and worldwide.

In this you have my profound support and that of the Vice President, Professor Amer Ikram. We are both honored to be given this opportunity.

With best wishes,

Duncan Selbie

IANPHI President

MEMBERSHIP

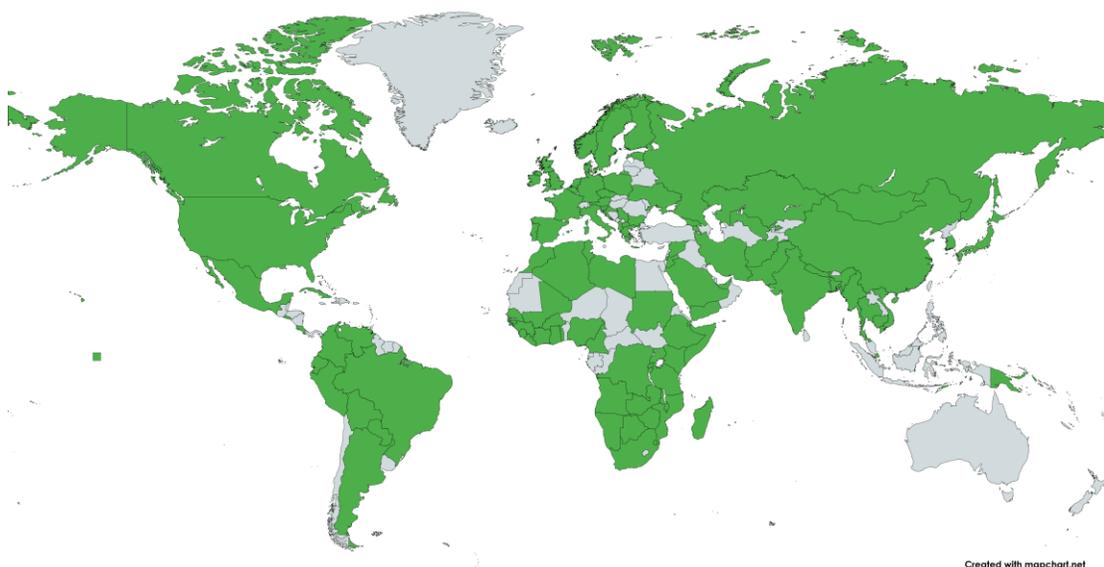
NEW MEMBERS

IANPHI welcomed five new institutes in 2025. As a result, the Association has 129 Members from 107 countries, of which 102 are National and 27 Associate Members, as of January 1, 2026. The table below shows the distribution of National and Associate Members among the five IANPHI Regional Networks.

	IANPHI African Network		IANPHI Asian Network		IANPHI European Network		IANPHI Latin American Network	
	2025	2026	2025	2026	2025	2026	2025	2026
National Members	36	36	17	18	41	38	10	10
Associate Members	9	11	9	10	4	4	2	2

The 2025 IANPHI General Assembly (GA) approved two new National Members: the [Health Service Executive](#), in Ireland, and the [National Institute of Public Health of Japan](#) as well as three new Associate Members: the [Eswatini Ministry of Health](#), the [Sidama Public Health Institute](#), in Ethiopia, and the [National Public Health Institute of Yemen](#).

The Figure below shows the current global IANPHI membership.



Created with mapchart.net

MEMBERSHIP DUES

Since 2020, there has been no increase in membership dues. The membership dues are based on Member countries [World Bank country classification by income](#), membership type and the number of IANPHI Member institutes in the country. Fees for 2025 were as follows:

World Bank classification	National Member IANPHI Annual Fee	Associate Member IANPHI Annual Fee
Low income or lower-middle income country	475 EUR / 490 USD	238 EUR / 246 USD
Upper-middle income country	2 850 EUR / 2 941 USD	1 425 EUR / 1 471 USD
High income country	8 500 EUR / 8 773 USD	4 250 EUR / 4 386 USD
Dues have to be paid in euros. For convenience, the amount is also indicated in USD ¹ . Dues do not include bank transfer charges.		
Associate Members pay half of the National Member fee.		
Countries with two IANPHI National Members: Each institute pays $\frac{2}{3}$ of the fee of a National Member.		

By December 31, 2025, 81 of the 129 IANPHI Members had paid their membership dues, amounting to a total of 283 090 €. These figures include one Member institute which was granted a waiver, two that were granted a discount, and four that were unable to make bank transfers to Belgium due to international regulations. One NPHI paid its membership dues for the year 2025 on January 9, 2026, increasing the overall dues received to 285 940 €.

¹ Exchange rate based on: [Taux de change \(parités quotidiennes\) 02 Janv. 2025 | Banque de France \(banque-france.fr\)](#)

THE FOCAL POINT NETWORK

Governance

Launched in October 2022, the Focal Point Network (FPN) strengthens the relationship between NPHIs and IANPHI. It facilitates information sharing about the association's activities, promotes collaborative projects, and supports internal dissemination within organizations, through designated Focal points, key contacts for the IANPHI Secretariat. Currently, of the 129 members, 112 have nominated IANPHI Focal Points at their institute.

Dr. Angela Fehr from the [Robert Koch Institute](#) (RKI) stood down from the position of FPN Chair in 2025 because of her change to the role of IANPHI Director of Programmes and Partnerships. The newly elected Chair of the FPN is Dr. Abdourahmane SOW from the [Institute Pasteur de Dakar](#).

Activities

In the first half of 2025, the FPN convened for one meeting that focused on strengthening its connections with IANPHI's thematic committees and helping to build closer links and enhance collaboration across the network. In addition, the meeting included detailed presentations on the progress of three key FPN programs: the mentorship program, duty of care, and the NPHI survey program. The mentorship program was highlighted as an area for continued development, with plans to expand its scope during 2026. The NPHI survey program and the Duty of Care activities are outlined below.

NPHIs survey program

In 2025, IANPHI validated and analyzed the results of a comprehensive survey implemented in 2024 among its members. The aim was to collect detailed data on the organizational attributes and essential public health functions of NPHIs. To support this process, a dedicated working group was established under the leadership of Prof. Fu-Meng Khaw ([Public Health Wales](#)). The group includes representatives from across the IANPHI Network: Dr. Alex Rioplexus Ario ([Uganda National Institute of Public Health](#)), Prof. Felix Rosenberg ([Oswaldo Cruz Foundation](#)), Dr. Olga Gvozdetska ([Public Health Center of Ukraine](#)) and her team, Dr. Angela Fehr ([Robert Koch Institute](#)), Prof. Andrew Lee ([United Kingdom Health Security Agency - UKHSA](#)), Ms. Claudia Habl and Ms. Katharina Habimana ([Gesundheit Österreich GmbH](#)).

Working collaboratively, the group developed an analysis and dissemination plan to guide the use of the survey findings. This includes the preparation of concise NPHI profiles, which will soon be published on the IANPHI website, as well as the ongoing development of an IANPHI dashboard. The dashboard will enable comparisons across NPHIs based on their competencies and areas of focus, supporting the identification of potential partnerships among IANPHI colleagues.

In addition, the group has finalized a descriptive analysis of the survey results and is currently working toward the preparation of a scientific manuscript. Collectively, these activities aim to map the capacities and strengths of IANPHI Member institutions, facilitate comparative insights, and strengthen collaboration and knowledge sharing across the Network, in close alignment with the objectives of the FPN.

The NPHI survey program received significant attention, with ongoing efforts dedicated to data analysis and dissemination of its findings. The group emphasized the importance of maintaining momentum on the survey's impact, ensuring that its insights continue to inform and guide the network's work.

Duty of care

Throughout the year, the group continued to advance efforts to improve institutional approaches to travel safety and staff well-being, including staff from Member institutes travelling on behalf of IANPHI. The group fosters open exchange and collaboration, engaging in discussions on decision-making processes, handling travel advisories, risk assessments, and the development of effective pre-deployment training.

During 2025, the group undertook a range of activities to advance its objectives and further define its role within IANPHI. In February, members met in person at the Norwegian Institute of Public Health in Oslo to discuss the potential development of guidance materials. Rather than producing formal guidelines, the group agreed to focus on developing a concise, two-page information document to clearly articulate the group's purpose, encourage engagement, and promote the exchange of experiences among Members. The meeting also explored opportunities to link institutes without established systems to those with existing travel safety and Duty of Care practices.

In June, the group hosted an online workshop entitled "Cybersecurity Awareness and Duty of Care – Digital Resilience for Public Health Missions Abroad." The workshop served as a scoping exercise to assess key risks and to explore how organizations can meet their Duty of Care responsibilities by enhancing staff awareness and access to digital security tools during international travel. Attention was given to cybersecurity risks encountered during missions and the protection of sensitive information.

The year concluded with an in-person seminar in November at the UK HSA in London. This event provided an opportunity to further strengthen the working group's network through open discussion and shared learning. Key topics included best practices and common challenges related to Duty of Care processes, with a focus on pre-deployment training and briefing, as well as emergency support during deployment.

REGIONAL NETWORKS' ACTIVITIES

The [IANPHI Regional Networks](#) existed since 2013, and in 2018 they were formally established by developing the networks guidelines and updated in 2025. In 2023, the elections of the Chairs and Vice-Chairs for the four Networks were held. The Chairs and Vice-Chairs started their two-year term in January 2024. Therefore, at the end of 2025 the election opened and new Chairs were elected.

IANPHI AFRICA REGIONAL NETWORK

Chair: Dr. Mahamoud Sama Cherif, Director, National Institute of Public Health of Guinea
Vice-Chair: Dr. Maria da Luz Lima, Director, National Institute of Public Health of Cabo Verde

In late 2025, under the stewardship of the outgoing Chair, Dr. Alex Riolexus Ario (National Institute of Public Health of Uganda) and Vice-Chair, Prof. Hervé Hien, (Institut National de Santé Publique, Burkina Faso), the Network conducted its formal nomination and election process in accordance with its governance procedures. In December, Dr. Mahamoud Sama Cherif and Dr. Maria da Luz Lima were duly elected as Chair and Vice-Chair, respectively.

Webinars

A consultation of Network Members launched in 2024 on the organization of future webinars revealed strong interest in epidemic and pandemic science research, artificial intelligence (AI) in public health, mental health surveillance and mortality surveillance. Following this consultation, the IANPHI Africa Regional Network organized one webinar in late 2025 together with the IANPHI Pandemic Preparedness, Response and Recovery (PPRR) Thematic Committee focused on '[Laboratory Leadership in Detection and Response to Outbreaks](#)'. This event aimed to strengthen laboratory capacities across the region and foster leadership in outbreak preparedness and response.

Please refer to the Webinars section of the report for further information.

Membership

The IANPHI Africa Regional Network welcomed two new National Members in early 2025: The [Public Health Institute of Mali](#) and the [National Public Health Agency of Sierra Leone](#). Additionally, on January 1, 2025, the [Institut Pasteur of Dakar, Senegal](#) joined the Network as new Associate Member. The 2025 GA approved the Eswatini Ministry of Health as new National Member and [Sidama Public Health Institute](#), joined the Network as Associate Member on January 1st, 2026.

IANPHI ASIA REGIONAL NETWORK

Chair: Dr. Muhannad Sulaiman Aloraini, Director, Public Health Academy, Saudi Public Health Authority, Saudi Arabia.

Vice-Chair: Prof. Tahmina Shirin, Director, Institute of Epidemiology, Disease Control and Research, Bangladesh

Meetings

In 2025, the IANPHI Asian Network met once online. The meeting focused on introducing and discussing the Network's workplan for the year.

Webinars

No webinars were organized by the Asian Network in 2025. Preparatory discussions took place during the Network meeting regarding potential topics of relevance for Members, in line with the approved workplan.

Activities

Throughout 2025, activities within the Asian Network remained limited and primarily preparatory. Efforts focused on outlining priorities for information sharing among Members, identifying opportunities for closer collaboration with partners, and considering approaches to strengthen engagement within the Network. The Chair and Vice-Chair initiated reflections on future activities, including mechanisms to better understand Members' needs and to support more regular exchanges in the coming years.

In December 2025, Prof. Neil Squires represented IANPHI at the ASEAN ACSEO workshop in Bangkok, which focused on the development of the ASEAN Centre of Public Health Emergencies Diseases (ACPHEED). ASEAN, a Regional political and economic alliance between 11 countries in Asia (Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Timor-Leste, and Vietnam). In 2020, it agreed to establish collaboration for regional coordination for detection, prevention and response to public health threats.

A three-country structure has been developed, with Thailand, Indonesia and Vietnam each allocated a pillar of responsibility for emergency response – Prevention and preparedness (Vietnam); Detection and Research (Thailand) and Response and risk communication (Indonesia), with a coordination office also in Thailand. The process of formalizing the establishment of ACPHEED has been delayed pending finalization of the Establishment Agreement (EA), needed for ACPHEED to become functional. To maintain momentum, the ACPHEED Secretariat Establishment Office (ACSEAO) has been created, as a pre-ACPHEED organisational structure, intended to do the groundwork until the EA is agreed.

The meeting was a useful opportunity to present IANPHI as a global network of NPHIs and to make the case for ACPHEED, once established to become a regional member, and to encourage countries that are part of ASEAN to join the IANPHI network.

IANPHI EUROPE REGIONAL NETWORK

Chair: Claudia Habl, Chief Operating Officer, Austrian National Public Health Institute.

Vice-Chair: Dr. Olga Gvozdetska, Deputy Director General, Public Health Center of the Ministry of Health of Ukraine.

During the IANPHI 2024 General Assembly, Claudia Habl from the [Austrian National Public Health Institute](#) was elected as Chair of the Regional Network, and Dr. Olga Gvozdetska from the [Public Health Center of Ukraine](#) (PHCU) was re-elected Vice-Chair. Both were elected for a two-year term.

Meetings

The Annual Meeting of the IANPHI Europe Regional Network was held in October in Oslo, Norway, and hosted by the [Norwegian Institute of Public Health](#) (NIPH) under the theme “Sanity, Solidarity and Security: For an active role of European NPHIs in times of uncertainty.” The meeting brought together around 60 participants, including directors and representatives from European NPHIs, IANPHI leadership, public health partners, and the Norwegian Ministry of Health, represented by Dr. Usman Ahmad Mushtaq, Deputy Minister of Health.

The meeting addressed the challenges posed by pandemics, climate-driven extreme weather, conflicts, misinformation, and budget reallocations affecting public health priorities. The overarching goal was to identify how European NPHIs can strengthen public health, solidarity, and health security in times of uncertainty.

Key sessions and discussions included:

- **Opening Session:** Welcome remarks were delivered by the host institute, by the IANPHI Europe Regional Network Chairs, by European Centre for Disease Control and Prevention (ECDC), World Health Organization (WHO) Europe, IANPHI leadership, and Dr. Usman Ahmad Mushtaq, Deputy Minister of Health, Norwegian Ministry of Health and Care Services. The session highlighted network updates, ongoing projects, and the global public health situation.
- **European NPHIs in a Changing Global Context:** Discussions addressed the shifting landscape of global health, including mis/disinformation, changes in research funding, and the role of European NPHIs in strengthening resilience and informing policy. Presentations included perspectives from WHO, the European Commission, and senior public health experts.

- **Health Security and Preparedness:** This session focused on communicable disease preparedness, research preparedness, and medical countermeasures. Case studies presented included the Dutch Public Health Emergency Preparedness Assessment (PHEPA) and transnational collaborations across Europe.
- **Ethics and Scientific Independence:** The IANPHI Code of Practice for NPHIs was presented, highlighting ethical standards, scientific independence, and strategies to build public trust in evidence-based recommendations.
- **European NPHIs and Public Health Partnerships:** Results of the Global IANPHI Survey of NPHIs were presented, offering insights into the capacities, challenges, and collaborative potential of European NPHIs. Additional projects discussed included:
 - **Framework for the Creation and Development of National Public Health Institutes:** An update was given on the revision of this foundational IANPHI tool, and on its role in supporting European NPHIs in aligning priorities and partnerships across countries.
 - **Building Bridges to Resilience Project:** This presentation focused on integrating health promotion into emergency preparedness and response, with practical lessons from international literature and pilot initiatives.
 - Various collaborative initiatives with Association of Schools of Public Health in the European Region (ASPHER), Agency for Public Health Education Accreditation (APHEA), and EuroHealthNet were also presented which aimed at strengthening regional networking, training, and public health research capacity.

The Closing Session of the Annual Meeting of the IANPHI Europe Regional Network provided a summary of the discussions held over the course of the two days, highlighting key insights, lessons learned, and concrete agreements on areas for future collaboration among European NPHIs. The session also included the formal announcement of the next host for the network meeting in 2026, Public Health Wales, signaling the continuation of regional engagement and partnership. Beyond the formal sessions, participants engaged in a range of networking opportunities, excursions, and visits to the NIPH laboratory facilities, which fostered knowledge exchange, strengthened professional relationships, and facilitated peer learning across the network.



Figure 1. Annual Meeting of the IANPHI Europe Regional Network in Oslo, Norway (IANPHI Secretariat, 2025)

Overall, the meeting successfully reinforced partnerships, promoted the sharing of evidence-based practices, and identified strategic priorities for European NPHIs to collectively address emerging public health challenges. It also showcased active IANPHI projects and tools, such as the Global NPHI Survey, the Framework for the Creation and Development of NPHIs, the NPHI Code of Practice, and the Building Bridges to Resilience Project, providing practical resources to support collaboration, enhance health security, and advance evidence-based public health across the European region, and empower collaboration.

Report on the 2025 Activity Plan

2025 Summary Table of IANPHI Europe Regional Network Activities: Review of Completed and Pending Tasks

Activity	Objectives / Description	Responsible / Partners	Timeline / Notes	Status
1. Annual European Regional Network Meeting	Organize one annual in-person meeting for European NPHIs, fostering collaboration, knowledge exchange, and updates on network activities.	Chair & Vice-Chair of IANPHI Europe Network, Host Institute (Norwegian NIPH), Program Committee	Oslo, Norway, October 7–9, 2025	Done.
2. Webinars (3–5 planned)	Conduct webinars on thematic priorities and member-suggested topics to share knowledge and build capacity.	Member institutes, Chair/Co-Chair, Secretariat, European partners	2025: 3 webinars: - Climate Change & Public Health (mid-year) - Ethical Perceptions of Public Health Professionals (Q2–Q3) - Shaping European Health Policies & NPHIs' Role (Q3–Q4)	Planned to continue and expand the activities in 2026
3a. Information Gathering & Sharing	Establish a European Public Health Consulting Group to strengthen advocacy, visibility, and coordination	Chair/Co-Chair, Secretariat, NPHI members	2025–2026	Ongoing, regular meetings are planned to be established in early 2026.

	with EU agencies (ECDC, DG SANTE, DG RTD, HADEA) and WHO Europe.			
3b. Analysis Working Group: Mapping NPHIs & Survey Update	Develop analytical framework to assess survey findings, map resources and profiles of NPHIs, conduct comparative analysis, produce reports, and disseminate results.	F.M. Khaw (lead), Dr. Dario, Olena Nesterova, Prof. Rosenberg, Dr. Olga Gvozdetska, Dr. Claudia Hahl, Dr. Andrew Lee, Dr. Angela Fehr	2025–2026	Ongoing, the analysis is nearly complete, and the working group is currently developing ways to make the results accessible to all IANPHI members.
4. Recruitment of New Members	Identify and recruit 2–3 new NPHI members, assess potential applicants, and manage fee waivers if required.	Secretariat, Chair/Co-Chair, Existing Members	2025–2026	Ongoing.
5. Members Requests	Provide targeted support to European NPHIs based on their strengths; manage requests through SharePoint for centralized access.	Chair/Co-Chair, Secretariat, NPHI members	2025	Ongoing.
6. External Collaboration	Strengthen partnerships with key actors including EU agencies (ECDC, HERA), WHO Europe, European Observatory on	Chair/Co-Chair, Secretariat, Working Groups	2025	Ongoing.

	Health Systems & Policies, ASPHER, APHEA, EUPHA, EuroHealthnet; improve visibility and engagement of NPHIs.			
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IANPHI LATIN AMERICA REGIONAL NETWORK

Chair: Dr. Xochitl Sandoval López, National Institute of Health of El Salvador, El Salvador)

In late 2025, under the stewardship of the outgoing Chair, Dr. Felix Rosenberg ([Fundação Oswaldo Cruz](#)), the Network conducted its formal nomination and election process in accordance with its governance procedures. In December, Dr. Xochitl Sandoval López was elected as Chair.

Projects

In 2025, the IANPHI Latin American Regional Network finalized the '[Multicentric Project on Territorial Diagnostic of Social Inequalities and Health Inequities Applying Social Technology](#)', led by Fiocruz with funding from the [United States Centers for Disease Control and Prevention](#) (US CDC), to address structural health inequities through the application of social technology tools. The project was conducted in five countries—Argentina, Colombia, El Salvador, Mexico, and Paraguay—and aimed to transform territorial inequalities that contribute to health disparities. The project utilized participatory methods such as Participatory Rapid Diagnosis, Participatory Mapping, and the Theater of the Oppressed, developed by the [Itaborá Forum](#) at Fiocruz. These methodologies were implemented in collaboration with Primary Health Care teams and local communities, allowing for a deeper understanding of the structural determinants of health inequities.

Throughout the project, field activities were conducted to assess and address social, economic, and environmental inequalities that impact health at the territorial level. The experiences from the five countries highlighted the effectiveness of an intersectoral approach and community participation in tackling these complex, long-standing issues.

THEMATIC COMMITTEES

In 2025, IANPHI further deepened its collaboration efforts also through its Thematic Committees. Thematic Committees continue to serve as key platforms for exchanging expertise, fostering peer collaboration, and driving collective action to advance global public health.

THE CLIMATE CHANGE AND PUBLIC HEALTH COMMITTEE

Chair: Dr. Giri Shankar, Director of Health Protection, Public Health Wales, United Kingdom. Vice-Chair: Dr. Tatiana Marrufo, Coordinator of the Health and Environment Program, including Occupational Health, National Institute of Health of Mozambique.

In September 2025, under the stewardship of the outgoing Chair, Sébastien Denys ([Santé Publique France](#)), the Committee conducted its formal nomination and election process in accordance with its governance procedures. In November, Dr. Giri Shankar and Dr. Tatiana Marrufo were elected as Chair and Vice-Chair respectively.

Meetings

In 2025, the Climate Change and Public Health (CCPH) Thematic Committee met twice to advance its work plan, focusing on strategic priorities related to climate change and public health, in alignment with the [2021 IANPHI Roadmap for Action on Health and Climate Change](#). In addition, the committee held two workshops - one with the World Meteorological Organization (WMO) in London in July and a second one in November in Lyon, bringing together NPHIs, WMO, European Environment Agency (EEA), and WHO to review progress and define a future roadmap. A key outcome of the meeting was a draft declaration on heat-health indicators which will be submitted for endorsement by IANPHI members during 2026.



Figure 2. Committee Workshop in Lyon, France (IANPHI Secretariat, 2025).

Subgroup on Planetary Health and One Health of the CCPH Committee

The Subgroup on Planetary Health and One Health advanced its work by developing a paper to be published in 2026 and delivering a workshop on Planetary Health in Research at the European Public Health Conference, 2025, in Helsinki. The workshop was co-hosted by Ms. Angelina Taylor ([RKI, Germany](#)), Ms. Lisbeth Hall ([National Institute for Public Health and the Environment of the Netherlands](#)) and Ms. Frederike Garbe ([Public Health Scotland](#)). The workshop highlighted the interconnected nature of global crises, such as climate change, biodiversity loss, and social inequities, and emphasized the essential role of national public health institutes in responding to these challenges.

Subgroup on Indicators of the CCPH Committee

The Subgroup on Indicators in 2025 expanded its focus from indicators to evidence for action, meeting roughly on a quarterly basis for brainstorming sessions. The subgroup also explored the importance of framing indicators in a way that is adaptable to national contexts and applicable to NPHIs with varying capacities. This work aligns with global initiatives like the [WHO Mapping of Climate and Health Indicators](#) and the [UNFCCC's post-COP 30 adaptation indicators](#), aiming to ensure that health and equity are central to adaptation actions.

Partnerships

The Committee formalized its collaboration with the [Agence Française de Développement](#) as the funder for the face-to-face workshop mentioned above in

November in Lyon. In addition, the Committee explored the possibility to join the [Alliance for Action on Climate Change and Health](#) (ATACH) and potential collaboration opportunities with the [Global Lancet Countdown](#) and [ASPHER](#). The Committee collaborated with WMO and facilitated a successful signing of an MoU between IANPHI and WMO, in December 2025.

THE SOCIAL AND PUBLIC HEALTH INEQUALITIES COMMITTEE

Chair: Prof. Felix Rosenberg, Director, Itaborai Forum: Politics, Science and Culture in Health, Fundação Oswaldo Cruz, Brazil.

In 2025, the Committee held five meetings to organize a face-to-face workshop funded by [Public Health Agency of Canada](#) International Health Grants Program. The workshop, hosted by Santé Publique France, took place from June 11 to 13, 2025, in Saint-Maurice. It brought together representatives from 22 institutes and partners organizations across all IANPHI regions to tackle the critical question: [‘How can National Public Health Institutes advance equity approaches to well-being to influence population health outcomes?’](#). The workshop explored the role of NPHIs in promoting health equity, highlighting results from the multicentric project, and exploring how these initiatives can be adapted to diverse contexts. The focus was on identifying successes, challenges, and gaps in NPHIs' ability to address equity, as well as defining actions for future planning within the Committee's strategic framework. The workshop consisted of six sessions; the first session focused on the importance of NPHIs in fostering primary health care and building the capacity of community workers to enhance local health outcomes; the second session addressed the integration of NPHIs into intersectoral food and nutrition security policies, emphasizing the need for collaboration across sectors to improve food security.

In the third session, the discussion centered on the role of NPHIs in building workforce capacity to address social, economic, and environmental inequalities, which are key drivers of health inequities. The fourth session highlighted the importance of trust-building and effective communication within NPHIs, focusing on strategies to bridge divides and promote equity in public health messaging. The fifth session explored how NPHIs can contribute to the inclusion of geographical and inequality indicators in health data, which is essential for informed decision-making and policy development. The sixth session focused on strengthening the capacity and recognition of NPHIs in intersectoral efforts and projects aimed at addressing health and well-being inequalities. Finally, concluded with a plenary discussion, where participants reviewed key takeaways and outlined the next steps for the Committee's ongoing work.

Throughout the workshop, the discussions underscored the critical role of NPHIs in tackling health disparities through collaboration, data inclusion, workforce development, and effective communication.

THE ESSENTIAL PUBLIC HEALTH FUNCTIONS COMMITTEE

The Chair and Vice-Chair of the Committee shall be elected in 2026.

The scope and objective of the Essential Public Health Functions (EPHF) Committee is to strengthen the role of NPHIs for the implementation of the WHO unified list of Essential Public Health Functions. In 2024, the Executive Board approved the Terms of Reference (ToR) for the EPHF Committee, with its formal establishment contingent upon the outcomes of two preparatory Sub-Committees. The first Sub-Committee successfully developed a Code of Practice for NPHIs, which was approved at the IANPHI General Assembly on December 10, 2024 and subsequently published on the IANPHI website. Based on seven principles, the Code of Practice is a set of standards and best practices to guide the establishment and maintenance of NPHIs. The second Sub-Committee revised the IANPHI Framework for the Creation and Development of NPHIs and operationalized the WHO Essential Public Health Functions into functions of NPHIs. Acknowledging the heterogeneity of public health systems and of NPHIs, the new Framework recommends a set of core, desirable and optional functions for NPHIs. It underlines the common feature of NPHIs as science-based institutions which play an essential role in decision-making, guided by the overarching objective to reduce social and health inequalities. In 2025, the Sub-Committee organized a membership consultation on the latest draft of the revised Framework, from which a final document was approved by the Executive Board in 2025. The new Framework will be launched during the second quarter in 2026. With the completion of the work of the Sub-Committees, the EPHF Committee will be activated to lead on the implementation of these two foundational IANPHI documents, particularly through building and employing a task force of experts to engage in peer-to-peer support aimed at strengthening capacity for NPHI creation and development.

THE PUBLIC HEALTH PROFESSIONAL DEVELOPMENT COMMITTEE

Chair: Dr. Shiva Murugasampillay, Senior Public Health Medical Advisor, National Public Health Institute, Zimbabwe.

Vice-Chair: Dr. Tiago Correia, Associate Professor, Department of Global Public Health, Instituto de Higiene e Medicina Tropical, Portugal.

In 2024, the IANPHI Thematic Committee on Public Health Professional Development was formally established to support the development, coordination, and strengthening of national public health workforce capacities, in line with the [WHO Roadmap for Public Health and Emergency Workforce](#). The Committee swiftly attracted global interest, expanding to more than 50 Members from 36 countries by February 2026, with diverse representation from all IANPHI regions.

The Committee held two meetings, one in February and one in June, led by Dr. Shiva Murugasampillay ([Zimbabwe Public Health Institute and University of Zimbabwe](#)) as Chair

and Dr. Tiago Correia ([Nova University](#) of Lisbon, [WHO Collaborating Centre on Health Workforce Policy and Planning](#)) as Vice-Chair.

The Committee made significant progress on key initiatives in 2025. Led by Dr. Tiago Correia, an academic paper setting out views on the strategic role of NPHIs and their leadership in workforce development aligned with [WHO's Roadmap](#) was completed and submitted to a peer-reviewed journal. Additionally, the Committee, led by Dr. Shiva Murugasampillay, began the development of a framework for Country Case Studies focused on the essential public health workforce. This framework is designed to assess the role of NPHIs in advancing the training of public health professionals through competency-based vocational training. It aims to profile NPHIs within those systems, and the involvement of the health workforce—both directly and indirectly—in essential public health functions. Furthermore, it examines the national mandate for education and training and the NPHIs involvement in those efforts.

THE PANDEMIC PREPAREDNESS, RESPONSE AND RECOVERY COMMITTEE

Chair: Prof. Fu-Meng Khaw, National Director of Health Protection and Screening Services, Public Health Wales.

Vice-Chair: Dr. Chinwe Ochu, Director, Planning, Research and Statistics, Nigeria Centre for Disease Control and Prevention.

Vice-Chair: Prof. Jim McManus, National Director of Health and Wellbeing, Public Health Wales.

In 2025, the Committee on Pandemic Preparedness, Response, and Recovery (PPRR) made considerable progress in advancing its strategic priorities and addressing emerging public health challenges. Early in the year, the Committee finalized its Terms of Reference (ToR) and workplan 2025. Regular meetings were established to foster communication and collaboration, initially held monthly, and transitioned to quarterly meetings to assess progress and refine priorities.

The committee also organized a [series of webinars](#) to address critical issues (for details, see section **Webinars** below). The first, Pandemic and Public Health Ethics in the Age of the New Normal, took place on 9 January, 2025, co-hosted with [ASPHER](#). On 24 June, the Committee collaborated again with ASPHER to present Ethical Integration of Research in Public Health Emergencies. A third webinar, on the Role of Laboratory Leadership Programs in Improving Early Detection and Rapid Response to Outbreaks, was co-hosted with the IANPHI Africa Regional Network on 4 September. Additionally, on 21 October, in collaboration with [Eastern Mediterranean Public Health Network](#) (EMPHNET), the committee hosted a webinar on Cross-Border Preparedness: Optimizing Pre-Pandemic and Early Pandemic Communication and Data Sharing Across Borders, exploring how transparent, interoperable data systems can facilitate faster, coordinated responses to

health threats. Lessons from the webinars were documented and discussed to guide strategic focus in line with the committee's priorities and objectives.

As part of its ongoing efforts to support NPHIs, the Committee expanded its work on surveillance, diagnostic capabilities, and ethical considerations in pandemic response. It worked on strengthening public health emergency management systems. The Committee also supported the program of work funded by the Bill and Melinda Gates Foundation to strengthen the Global Health Emergency Corps (GHEC). Members of the Committee continue to advise on the program of work. The Committee's work throughout 2025 demonstrated its commitment to enhancing pandemic preparedness, response, and recovery through a combination of research, resources, and strategic collaboration with external and internal partners.

Looking ahead, the Committee focused on identifying opportunities for external funding, such as collaborating with the Africa CDC exploring potential support from the Pandemic Fund. These efforts will help ensure the sustainability of the Committee's work throughout 2025 demonstrated its commitment to enhancing pandemic preparedness, response, and recovery.

SHARING EXPERIENCES: WEBINARS

IANPHI hosted a series of webinars that provide Member Institutes with a platform to exchange experiences and discuss pressing global public health issues with peers and partner organizations. Webinar topics are Member-driven and selected for their relevance to national public health institutes and the wider global health community.

Pandemics and Public Health Ethics in the Age of the New Normal, 9th of January 2025, PPRR Committee and ASPHER

On January 9, 2025, the IANPHI Thematic Committee on PPRR and ASPHER led a webinar on Pandemics and Public Health Ethics in the Age of the New Normal. The webinar, co-hosted by Nadav Davidovitch from ASPHER and Tom Fowler (Deputy National Director of Health Protection and Screening Services, Public Health Wales), explored public health ethics in pandemic contexts and was inspired by discussions within the committee. Contributions from Dr Farhang Tazib, Prof Alison McCallum and Dr Maya Pelled Raz addressed the integration of ethics into public health practice, with a focus on solidarity, social justice, vaccine inequity, public trust and decision-making during COVID-19. Speakers highlighted the need for ethical frameworks embedded in policy and professional training, upstream approaches to structural inequities, and lessons learned from past health emergencies to balance individual rights with the common good and strengthen future pandemic preparedness and response.

Ethical integration of research in public health emergencies, 24th of June 2025, PPRR Committee and ASPHER

On June 24, 2025, building on the previous webinar's focus on public health ethics in pandemic response, this second joint IANPHI–ASPHER webinar examined the ethical integration of research during public health emergencies, with particular attention to preparedness, equity and real-world constraints. Co-hosted by Nadav Davidovitch and Tom Fowler, the discussion highlighted the need to embed ethics proactively through training, drills and governance structures rather than addressing them reactively during crises. Contributions from Prof Henrique Lopes and Prof Mohamud Sheek Hussein emphasized challenges such as informed consent under emergency conditions, ethical prioritization of scarce resources, the role of NGOs and community actors, and the specific vulnerabilities of low- and middle-income countries where weak research infrastructure, funding gaps and contextual realities complicate ethical research practice. The webinar underscored that ethically sound research requires multidisciplinary collaboration, strong coordination, cultural sensitivity and capacity-building, ensuring that research conducted during emergencies supports both

immediate response and long-term preparedness without exacerbating existing inequalities.

2024 Recognition of Success contest: Meet the Winning Projects, 1st of July 2025

This webinar celebrated the 2024 IANPHI Recognition of Success winners from the Africa, Asia, Europe and Latin America Regional Networks and marked the official launch of the 2025 call for applications. Hosted by IANPHI Vice-President Prof. Amer Ikram, the event showcased four award-winning initiatives: Mozambique's transition from the Countrywide Mortality Surveillance for Action (COMSA) to the SIS-COVE community-based health and vital events surveillance system; the Korea Disease Control and Prevention Agency's establishment of the Global Health Security Coordination Office to strengthen international collaboration and workforce capacity; Finland's One Health response to a large-scale avian influenza outbreak on fur farms, including cross-sector coordination and targeted vaccination of high-risk groups; and Mexico's academic reform placing public health at the core of education, research and governance within its National Institute of Public Health. Together, the presentations highlighted innovation, cross-sector collaboration, and institutional leadership in strengthening surveillance, preparedness, workforce development, and public health systems globally.

The Role of Laboratory Leadership Programs in Improving Early Detection and Rapid Response to Outbreaks, 4th of September 2025, Joint-Webinar: IANPHI African Regional Network & Pandemic Preparedness, Response and Recovery Committee

4 September 2025 – This IANPHI joint webinar, organized by the African Regional Network and the Pandemic Preparedness, Response and Recovery Committee, examined the role of laboratory leadership programs in strengthening early detection and rapid response to outbreaks. Moderated by Dr Alex Riolexus Ario and Chinwe Ochu, the webinar featured experiences from Uganda, Mali and Burkina Faso highlighting how leadership, coordination and training are central to resilient laboratory systems. Presentations showcased Uganda's Laboratory Leadership Program as a two-year in-service model improving laboratory capacity, coordination and outbreak response; the implementation of the Global Laboratory Leadership Program in Mali, which strengthened leadership, management and regional collaboration across West and Central Africa; and Mali's laboratory network governance, demonstrating the importance of coordinated tiered systems during epidemics such as COVID-19. Practical lessons from Burkina Faso further illustrated how integrating routine and reference laboratories within national public health institute reforms can enhance health security, provided clear roles, communication and leadership are in place.

Gates webinar - report conclusions & Pandemic Fund, 24-Sep, GHEC team

September 24, 2025 — IANPHI convened a webinar titled “The Role of National Public Health Institutes in Health Emergencies – Key Findings and Call for Action”, bringing together NPHIs directors and technical experts to examine evidence from the NPHI National Health Emergency Corps survey and connected leaders’ interviews conducted by IANPHI in 2024–2025 with support from the Gates Foundation. The webinar explored how the WHO Global Health Emergency Corps can be translated into country contexts to strengthen national health emergency systems and clarify the role of NPHIs. Presentations and a panel discussion reflected on the study’s findings, highlighting that while most NPHIs have a legal mandate for emergency response, their effectiveness is often constrained by unstable financing, workforce shortages, and fragmented coordination. Speakers emphasized the need for dedicated preparedness funding, sustained workforce development, and stronger national, regional, and global collaboration. Drawing on practical perspectives, including experiences from Bangladesh, the webinar concluded with a call to action outlining IANPHI’s next phase of work: supporting surge capacity and timely deployment of public health professionals, strengthening connected leadership during emergencies, and co-developing with ten NPHIs an adaptable operational model to reinforce the public health workforce for future health emergencies.

NPHIs & Europe, 30-Sep, Europe RN & GÖG

September 30, 2025 — The IANPHI Europe Regional Network hosted a webinar titled “Shaping European Health Policies: Strengthening NPHIs’ Role in Transnational Challenges”, which examined how EU4Health opportunities can strengthen collaboration among European National Public Health Institutes and support coordinated responses to cross-border health challenges. Moderated by Claudia Hahl (GÖG, Austria), the webinar featured contributions from Ralph Chan (EU4Health Focal Point, Austria) and Hanna Tolonen (THL, Finland) and highlighted the EU4Health governance structure and its seven-year funding cycle, emphasizing the importance of aligning European funding with national resources to ensure sustainability. Discussions underscored the critical role of coordination among European public health bodies to maximize the impact of EU4Health investments, as well as the strategic value of the Youth for Health program in engaging younger professionals in policy development and implementation. The webinar also addressed the importance of clear leadership roles, effective communication, and technical reliability in multi-institutional collaboration, while stressing proactive navigation of EU4Health funding mechanisms and strong engagement with partners such as ASPHER to advance transnational public health action.

PPRR webinar with EMPHNET, 21-Oct, EMPHNET + PPRR Committee

October 21, 2025 — IANPHI's PPRR Committee, in collaboration with EMPHNET, convened a joint webinar on *Cross-Border Preparedness: Optimizing Pre-Pandemic and Early Pandemic Communication and Data Sharing Across Borders* to explore how trust, transparency and interoperable data systems can enable faster, coordinated responses to health threats. Moderated by Dr. Chinwe Lucia Ochu (Nigeria CDC) and Dr. Magid Al-Gunaid (EMPHNET), the session underscored the need to operationalize cross-border mechanisms well before crises occur. In a keynote address, Dr. Esther Hamblion (WHO) highlighted regional coordination as central to preparedness, situating within the International Health Regulations and the new Pandemic Agreement. A multi-sector panel examined barriers such as fragmented systems, infodemics, legal constraints and data interoperability, while emphasizing solutions including relationship-building through simulations and training, integrated risk communication, common data standards and investment in informatics capacity. A live scenario poll reinforced the importance of timely data sharing, trusted communication leadership, and use of IHR notification systems. The webinar concluded with four priorities: building cross-border trust, strengthening risk communication, aligning legal frameworks with global agreements, and investing in surveillance systems and workforce capacity to support effective regional preparedness.

Webinar highlights, speakers' slides, supporting materials and recordings are available on the IANPHI website under <https://ianphi.org/tools-resources/webinars.html>.

ANNUAL MEETING

The 2025 IANPHI Annual Meeting was held on April 9 - 10, 2025 in Maputo, Mozambique and hosted by the National Institute of Health of Mozambique. This year, the main theme of the meeting was 'The role of NPHIs in promoting healthy, equitable and resilient societies to tackle current and future threats.'

The event brought together 133 participants from 61 Member NPHIs and Partners from more than 40 countries. 105 participants joined the event in person in Maputo, Mozambique, and 28 joined virtually, to share experiences, discuss emerging public health challenges, and advance the Association's strategic objectives. Over three days, sessions covered topics including the role of NPHIs in global health threats, health system resilience, climate change, workforce development, territorial public health, emergency preparedness, and health promotion, while also providing space for member engagement and recognition through awards and ceremonies. The event concluded with the adoption of the Maputo Declaration, reaffirming members' commitment to public health solidarity, equity, and collaboration.

Opening Ceremony

The opening session of the 2025 IANPHI Annual Meeting featured welcoming remarks from Dr. Eduardo Samo Gudo, Director General of the Instituto Nacional de Saúde (INS) of Mozambique, and IANPHI President Prof. Duncan Selbie, and was moderated by Dr. Sofia Viegas, INS Mozambique Deputy Director. Dr. Gudo thanked participants for attending, while Prof. Selbie expressed appreciation to Mozambique and INS for hosting and underscored IANPHI's role as a global network of public health leaders in uncertain times. Dr. Severin von Xylander, Director of the WHO Country Office in Mozambique, highlighted the importance of strong national public health institutes, national ownership, and international cooperation, noting the continued importance of WHO, Africa CDC, and IANPHI. The meeting was officially opened by the Minister of Health of Mozambique, H.E. Dr. Ussene Isse. Dr. Chikwe Ihekweazu, WHO Regional Director for Africa, reflected on the expanding role and number of national public health agencies, particularly in Africa, stressing that NPHIs must lead emergency detection and response with support from global partners, and calling for strong governance and unity. H.E. Dr. Jean Kaseya, Director General of Africa CDC, emphasized Africa's public health challenges and progress, the need for increased domestic health investment, and Africa CDC's new health financing strategy, urging collective action to strengthen resilient and self-determined public health systems across the continent.



Figure 3. Opening session by the Minister of Health of Mozambique, H.E. Dr. Ussene Isse (IANPHI Secretariat, 2025).

Session 1: The Role of NPHIs and IANPHI in Mitigating the Impact of Global Health Threats - reflecting on opportunities

Session 1, moderated by Dr. Ilesh Jani, Senior Researcher and former Director General of INS Mozambique, examined the role of NPHIs and IANPHI in mitigating global health threats and identifying emerging opportunities. In his introductory talk, Dr. Paulo Buss reflected on the development of IANPHI and regional NPHI networks, and highlighted current global challenges marked by political, economic, environmental, and social crises, calling on IANPHI to defend multilateralism, the 2030 Agenda, and global health solidarity. The panel discussion explored key opportunity areas for NPHIs, including the role of well-being economies in addressing health and financing crises, strengthening domestic resource mobilization and self-reliance in Africa through the New Public Health Order, integrating climate change into public health strategies to build climate-resilient health systems, and leveraging emerging technologies such as data platforms and artificial intelligence to transform disease surveillance, response, and preparedness. The session concluded with a Q&A discussion with participants.

Session 2: Using appropriate methodologies and metrics to assess vulnerability & health system resilience and support equitable public health policies

Session 2, moderated by Dr. Ivalda Macicame, Director of Survey and Observation in Health at INS Mozambique, focused on the use of appropriate methodologies and metrics to assess vulnerability and health system resilience and to support equitable public health policies. Presentations highlighted WHO efforts to integrate fragmented monitoring frameworks for universal health coverage, health security, and public health into adaptable indicators for measuring resilience, as well as Mozambique's national assessment of climate vulnerability and adaptation in the health sector, which revealed high vulnerability and significant urban rural inequalities. Panelists shared country experiences using participatory methodologies to identify social determinants of health, long term public health foresight to inform policy under uncertainty, and national data, surveillance, and emergency management systems to support evidence-based decision making. The session also showcased integrated agency models and surveillance approaches to infectious disease prevention and control and concluded with an interactive discussion with participants.

Session 3: Fostering public health policies and response in territorial context: the role of NPHIs

Session 3, moderated by Prof. Felix Rosenberg and Jean-Claude Desenclos, examined how NPHIs support public health policy and response at the territorial level. Presentations highlighted the use of inter sectorial and community participatory mapping in Mexico to generate local level data and inform actions to reduce health inequalities, demonstrating the value of rapid, community driven methods. The session also explored efforts by the Public Health Agency of Canada to address health inequities among Indigenous Peoples through Indigenous led programs, culturally safe practices, and respect for data sovereignty. Experiences from the response to hurricane Chido in Mozambique and Mayotte illustrated the critical role of NPHIs in surveillance, coordination, and community-based monitoring in fragile and crisis affected settings, emphasizing preparedness, local coordination, risk communication, and adaptable surveillance systems to respond to territorial public health emergencies.

Session 4: Reshaping and investing in a multidisciplinary and inter sectorial public health workforce to achieve SDGs

Session 4, moderated by Dr. Natalie Mayet and Prof. Felix Rosenberg, focused on reshaping and investing in a multidisciplinary and inter-sectorial public health workforce

to achieve the SDGs. Discussions emphasized the need to move beyond traditional public health cadres by integrating disciplines such as data science, behavioral science, environmental studies, and digital technologies, and by strengthening cross disciplinary training and global partnerships. The session highlighted WHO's planned National Public Health Institute Exchange Program to promote peer learning and collaboration between NPHIs, as well as the importance of prioritizing and reorienting the essential public health and primary health care workforce in line with the WHO roadmap to support universal health coverage, emergency preparedness, and SDG 3. Country experience from Mozambique illustrated how targeted education, training programs, and long-term workforce planning are being used to address health inequities, strengthen national capacity, and reduce urban rural disparities in public health staffing.

Session 5: Climate change and environmental determinants on diseases

Session 5, moderated by Dr. Anders Tegnell, focused on the impacts of climate change and environmental determinants on diseases. The session presented the work of the IANPHI Climate Change Thematic Committee, established to strengthen the role of NPHIs in climate action by placing health at the center of climate discussions, with a roadmap outlining priorities such as capacity building, collaboration, greening health services, and developing indicators, including work on heat related health risks. Country experiences illustrated how NPHIs are addressing climate and extreme weather risks, with Austria presenting its national heat health action plan and early warning systems to protect vulnerable populations, and Bangladesh outlining its long standing experience in managing recurrent flooding through national coordination mechanisms, early warning, and disaster preparedness, while highlighting ongoing health, logistical, and resource challenges.

Workshop session: Application of Health Promotion best practice principles in the planning for, response to, and recovery from emergencies

The workshop session focused on the application of health promotion best practice principles across emergency planning, response, and recovery, using a highly participatory format to draw on members' experiences. Discussions emphasized the central role of community engagement and empowerment, intersectoral collaboration, evidence-based preparedness, effective risk communication, and health education in reducing the public health impact of emergencies and supporting recovery. Participants highlighted the importance of inclusive approaches that address the needs of vulnerable populations, counter misinformation, and embed equity, ethics, and health promotion into all phases of emergency management. The session reinforced the view that health promotion is an integral component of emergency preparedness and resilience, and its outcomes will inform an upcoming IANPHI member survey and further work under the

Public Health Agency of Canada (PHAC) funded project on identifying international good practice principles in applying health promotion to emergencies.

IANPHI General Assembly Session

The General Assembly convened in Maputo, Mozambique during the Annual Meeting and online, chaired by IANPHI President Prof. Duncan Selbie, with 61 members present or represented, including 47 voting members. The Assembly reviewed the transition of the Secretariat to the RKI in Berlin, with Prof. Neil Squires appointed as the new Secretary General. Finnish Institute for Health and Welfare (THL) presented its cooperation model with WHO Euro for staff deployment. Members approved the replacement of Prof. H. Shen by Prof. Jianwei Wang as Management Board Member. Outgoing Secretary General Anne-Catherine Viso presented Secretariat activities, including current membership (128 institutes in 107 countries), ongoing publications, MoUs with WMO and ECDC, and upcoming workshops in London, Lyon, and Paris. Certificates were awarded to the 2024 Recognition of Success contest winners and to new members, highlighting IANPHI's ongoing commitment to strengthening global public health networks and collaborations.

Session Global Health Emergency Corps Survey: The role of NPHIs in health emergencies

This session focused on the GHEC survey and interviews with NPHI Directors General, exploring how NPHIs contribute to rapid health emergency response and connected leadership. The survey examined workforce surge capacity and deployment, while interviews assessed national and regional coordination to prevent cross-border spread of epidemics.

Andrew Lee presented the GHEC framework, emphasizing it as a collaborative platform to strengthen national public health emergency networks, not a parallel external force.

Scott Dowell (WHO) highlighted that NPHIs are central actors in emergency preparedness, and GHEC links existing expertise to create a coordinated global response system.

The session concluded with roundtable discussions on:

Connected leadership in all-hazards health emergencies

Fostering regional collaboration to manage cross-border threats

The session reinforced the critical role of NPHIs in national and global emergency preparedness, workforce readiness, and regional cooperation.

Closing Session – The Maputo Statement (Annex 2)

The session opened with Dr. Eduardo Samo Gudo, presenting the final Maputo Declaration, which participants briefly commented on. Dr. Gudo expressed pride in the meeting's success, highlighting the Declaration's significance for advancing public health and thanked his team and partners.

Finally, Prof. Duncan Selbie thanked the organizers and noted the transition of IANPHI Secretary General from Anne-Catherine Viso to Neil Squires, serving as interim Secretary General during the two-week gap.

The 2026 IANPHI Annual Meeting will be held in Dubai in the United Arab Emirates, hosted by the Dubai Health Authority, date to be confirm, in 2026.

Session highlights can be found on [IANPHI's website](#).



Figure 4. 2025 IANPHI Annual Meeting in Maputo, Mozambique (IANPHI Secretariat, 2025).

PARTNERSHIPS

Memorandum of Understanding (MoU) with the European Center for Disease Prevention and Control

In 2025, a significant milestone was achieved in strengthening collaboration with the European Center for Disease Prevention and Control, a key international organization in the European region. This is especially important in the current global context, as European NPHIs and organizations have a role to play in compensating for the reduction or loss of American support to various organizations and initiatives.

The MoU covers the following areas of cooperation:

- Preparedness and response
- Surveillance, monitoring and epidemic intelligence
- Training and capacity-building
- Sustainable Development Goals for communicable diseases
- Impact of climate change on communicable diseases
- Scientific methods
- Communication

This partnership mainly revolves around information exchange, consultation and exchange of expertise related to infectious diseases, training opportunities, and participation in international events (Annex 3).

IANPHI REPRESENTATION IN 2025 AT INTERNATIONAL FORUMS

Jan. 26-29, 2025	Arab Health Conference, Dubai, United Arab Emirates	Keynote speaker: Prof. Duncan Selbie Panelists: Ms. Sadaf Lynes Participants: Prof. Aamer Ikram
Feb. 14-15, 2025 (remote)	WHO AFRO Consultation meeting, Ghana	Ms. Sadaf Lynes
May 19-27, 2025	78 th World Health Assembly, Geneva, Switzerland	Prof. Duncan Selbie Prof. Neil Squires Ms. Sadaf Lynes
July 3, 2025 (remote)	Ecole des hautes études en santé publique (EHESP) Careers Days - presentation of IANPHI	Ms. Sarah Fernandes
August 10-12, 2025	Meeting with the United Nations University Institute of Global Health (UNUIGH), Kuala Lumpur, Malaysia	Ms. Sadaf Lynes
September 15-17, 2025	Connecting Health Emergency Leaders to Advance Health Security – for Africa and the Middle East, Rabat, Morocco	Dr. Angela Fehr
September 15-17, 2025	Conference of the BRICS NPHIs, Rio de Janeiro, Brazil	Ms. Sadaf Lynes
September 16-18, 2025	NPHA Governance meeting of the Alliance for Health Policy and	Prof. Neil Squires

	Systems Research of WHO, Addis Ababa, Ethiopia	
September 30 – October 1, 2025	WHO Technical Consultative Workshop, Geneva, Switzerland	Prof. Neil Squires Dr. Angela Fehr Ms. Sadaf Lynes
October 27 - 28, 2025 (remote)	Copper Initiative Meeting (remote)	Ms. Sadaf Lynes
November 2-7, 2025	Malawi NPHI capacity peer-to-peer assessment, Lilongwe, Malawi	Prof. Neil Squires Dr. Suzanne Binder
November 16-21, 2025	3 rd RAC Meeting, HEPRR-MPA Project implementation, Lusaka, Zambia	Prof. Neil Squires
November 26-27, 2025	National Public Health Institute Consultation Workshop, Beirut, Lebanon	Dr. Angela Fehr
December 1-4, 2025	ACSEO Capacity Building Workshop on Expected Function to the ACPHEED Secretariat: Aligning Operations with ACPHEED Goals, Bangkok, Thailand	Prof. Neil Squires

January 26-29, 2025, Arab Health Conference, Dubai, United Arab Emirates

Prof. Duncan Selbie presented a keynote speech at the Arab Health Conference and participated in a panel on sustainability. Ms. Sadaf Lynes was on a panel which discussed public health workforce and careers. They were also able to meet with the Director General of the Dubai Health Authority to discuss the Annual Meeting 2026, which will be hosted by the institute.

February 14-15, 2025, WHO AFRO Consultation meeting, Ghana (remote)

Ms. Sadaf Lynes was invited to give a presentation on IANPHI and its initiatives around health emergencies and NPHIs in the WHO African region. Several IANPHI Members were present at the meeting.

May 19-27, 2025, 78th World Health Assembly, Geneva, Switzerland

Prof. Neil Squires, Prof. Duncan Selbie and Ms. Sadaf Lynes attended the 78th World Health Assembly. It was a successful meeting for IANPHI, with high-level engagement, including a meeting between Prof. Duncan Selbie and Dr. Tedros Adhanom Ghebreyesus.

July 23, 2025, Ecole des hautes études en santé publique (EHESP) Career Days - presentation of IANPHI (remote)

Ms. Sarah Fernandes presented IANPHI to the EHESP students, as part of the EHESP Career Days. The goal was to give students a vision of the different job categories and organizations working in public health. The EHESP collaborates globally to train health and public health professionals, particularly health system and health care system managers.

August 10-12, 2025, Meeting with the United Nations University Institute of Global Health (UNUIGH), Kuala Lumpur, Malaysia

Ms. Sadaf Lynes met with Dr. Revati Phalkey from UN University, International Institute of Global Health, to explore partnership opportunities. The discussions and thematic leads were held on four key focus areas: Gender equity; Climate change; Digital technology and health; and Policy and governance. It was agreed that the key focus on epidemic and pandemic health emergencies and climate change was of primary interest and would be explored in 2026.

September 15-17, 2025, Connecting Health Emergency Leaders to Advance Health Security – for Africa and the Middle East, Rabat, Morocco

Dr. Angela Fehr represented IANPHI at this meeting of the WHO WHE program and by Africa CDC, to discuss the Global Health Emergency Corps and connected leadership.

September 15-17, 2025, Conference BRICS NPHIs, Rio de Janeiro, Brazil

Ms. Sadaf Lynes was present at the first meeting of the BRICS NPHIs, hosted by FIOCRUZ, which holds the Presidency of BRICS in 2025. This was a very useful opportunity to engage with NPHIs, some of which are not currently Members of IANPHI.

September 16-18, 2025, NPHA Governance meeting of the Alliance for Health Policy and Systems Research of WHO, Addis Ababa, Ethiopia

Prof. Neil Squires was present at the NPHI Governance meeting of the Alliance for Health Policy and Systems Research of WHO and the WHO Emergencies Program. The meeting convened representatives from Ethiopia, Singapore, Sri Lanka, Fiji, Pakistan, Korea, Japan, Germany, Brazil, Rwanda and Algeria. The meeting explored the different governance arrangements for NPHIs – considering in particular the extent to which scientific independence is protected.

September 30 – October 1, 2025, WHO Technical Consultative Workshop, Geneva, Switzerland

Prof. Neil Squires, Dr. Angela Fehr, and Ms. Sadaf Lynes attended the WHO Technical Consultative Workshop in Geneva, a workshop funded by the PHAC. This workshop revolved around the public health orientation of health systems and measurement approaches. The workshop reviewed the extent to which Essential Public Health Functions provide a structured framework or integrating public health into health systems and approaches to measuring delivery of the EPHFs.

October 27 – October 28, 2025, Copper Initiative Meeting, Nairobi, Kenya (Remote)

Ms. Sadaf Lynes represented IANPHI to provide an overview of the role of IANPHI and perspective of the role of NPHIs in community engagement for Health Emergencies preparedness and response. The invitation came from Global Fund.

November 2-7, 2025, Malawi NPHI capacity peer-to-peer assessment, Lilongwe, Malawi

Prof. Neil Squires and Dr. Suzanne Binder joined Africa CDC in their mission to assess the Public Health Institute of Malawi capacity, and to review Africa CDC's framework for monitoring NPHI capacity in Africa.

November 16-21, 2025, 3rd RAC Meeting, HEPRR-MPA Project implementation, Lusaka, Zambia

The 3rd Regional Advisory Committee Meeting of the Health Emergency Preparedness and Resilience Program for Eastern and Southern Africa, is a programme of the World Bank, which has IDA credit funding of \$1.5 billion available between 10 countries to invest in public health capacity for these essential public health functions. The countries involved are: Angola, Burundi, DRC, Ethiopia, Kenya, Malawi, Rwanda, Sao Tome and Principe, Zambia, Mozambique and Regional entities – the East and Central and Southern Africa Health Community (ECSA-HA) and the Intergovernmental Authority on Development (IGAD). The meeting discussed strengthening public health stewardship and capacities and involved the Ministries of Health and NPHIs, representatives of veterinary and animal health, Africa CDC, the EU and other partners on coordinating support for building emergency planning and response capacity. The meeting noted that Africa faces 150 public health events per year, and about 70% of global health emergencies occur on the continent. Health systems capacity is often low, making resilient health systems and strong public health institutions essential. There was a rich exchange and learning between the countries engaged. There is significant opportunity for IANPHI to support the NPHIs of the countries involved in building their capacity, and linking with IANPHI's joint work with Africa CDC and through the EU Team Europe Initiative on NPHI strengthening. Links have been made with the World Bank leads for this programme and directly with many of the countries able to draw on the IDA credit funds.

November 16-27, 2025, National Public Health Institute Consultation Workshop, Beirut, Lebanon

The World Health Organization (WHO) Lebanon Office and the Ministry of Public Health (MoPH) Lebanon organized a Consultation Workshop on the development of a NPHI in Lebanon. The workshop focused on the concept and core functions of an NPHI which would respond to Lebanon's national needs and priorities. Dr. Angela Fehr presented the IANPHI toolbox for NPHI creation and development, including experiences and lessons learned. IANPHI offered to facilitate peer-to-peer support through its membership in the region and beyond.

December 1-4, 2025, ACSEO Capacity Building Workshop on Expected Function to the ACPHEED Secretariat: Aligning Operations with ACPHEED Goals, Bangkok, Thailand

ASEAN is a Regional political and economic collaboration between 11 countries in Asia (Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Timor-Leste, and Vietnam). In 2020 it agreed to establish collaboration for regional coordination for detection, prevention and response to public health threats – proposing the creation of the Asean Centre for Public Health Emergencies and Emerging Diseases (ACPHEED). The process of formalising the establishment of ACPHEED has been, and delayed to maintain momentum, the ACPHEED Secretariat Establishment Office (ACSEAO) has been created, as a pre-ACPHEED organisational structure. This meeting reviewed the roles and structures being developed, with a presentation from IANPHI which included reference to other regional agencies that link to National Public Health Institutional capacity.

GOVERNANCE

GENERAL ASSEMBLY

The IANPHI General Assembly (GA) is composed of the Association's National Members, with one vote per country. The GA serves as a forum for Members to express their views and vote on strategic decisions concerning IANPHI.

On 16 December 2025, the IANPHI GA was held online via Zoom, with votes cast through JotForm. The meeting was chaired by Prof. Duncan Selbie, IANPHI President, who joined from Saudi Arabia, and convened in accordance with the Association's Statutes. A total of 36 Members with voting rights were present or represented, exceeding the quorum required under Article 9.5 of the Statutes, allowing the Assembly to deliberate and vote validly.

The General Assembly followed a structured agenda, which included: introductory remarks by the President, highlights of IANPHI activities in 2025, the presentation of the 2026–2030 strategic plan, updates on committees and international projects, financial matters, the election of Executive Board Members, approval of new IANPHI Members, Recognition of Success 2025, announcement of Regional Network Chairs and Vice-Chairs, and final remarks.

Prof. Mika Salminen, IANPHI Treasurer, presented the 2024 final accounts, interim 2025 financial report, and 2026 budget proposal with membership dues. Members approved all items with the required majority.

Three Executive Board mandates ended in 2025: Dr. Abdullah Al Gwizani, Prof. Vivian Kourí Cardellá, and Prof. Jianwei Wang. Seven candidates applied for the available seats. Voting via JotForm allowed Members to approve up to three candidates. Prof. Vivian Kourí Cardellá and Dr. Bernardo Hernandez Prado were elected with the required majority. One seat remains open.

The IANPHI General Assembly also approved two new National Members of the Association. The newly approved National Members are:

- Health Service Executive, National Office for Public Health (Ireland);
- National Institute of Public Health of Japan

In addition to these new National Members, the General Assembly approved three new Associate Member applications:

- Eswatini Ministry of Health;

- Sidama Public Health Institute (Ethiopia);
- National Public Health Institute of Yemen

During the General Assembly, the newly elected Chairs and Vice-Chairs of the Regional Networks were announced:

- **Africa:** Dr. Mahamoud Sama Cherif (Chair), Dr. Maria da Luz Lima (Vice-Chair)
- **Europe:** Dr. Olga Gvozdetska (Chair), Claudia Habl (Vice-Chair)
- **Latin America:** Dr. Xochitl Sandoval López (Chair), Vice-Chair position vacant
- **Asia:** Chair and Vice-Chair positions remain vacant; another call will be launched in 2026; current chairs agreed to act as interim chairs until the new election

The General Assembly also provided an opportunity to present the highlights of IANPHI's activities in 2025, as well as the winning projects of the Recognitions of Success contest.

2025 RECOGNITION OF SUCCESS

Forty four applications were received from 21 countries, following the call for application to the Recognition of Success contest. Please refer to Annex 4 for the detailed list of applications for the 2025 Recognition of Success.

The Recognition of Success winning projects of 2025 are the following:

Asia Regional Network: Safeguarding Health, Bridging Sectors, Building Resilience – a Journey of the “Centre for One Health” in institutionalizing One Health Approach in the Country, National Center for Disease Control of India

Latin America Regional Network: Public Health Intelligence Unit (UIISP): Integrating Data and Analytical Science to Strengthen Evidence-Based Decision Making in Health, National Institute of Public Health, Mexico

Africa Regional Network: Community-Based Surveillance Integrated into the 4S network, Institut Pasteur de Dakar, Senegal

Europe Regional Network: Expanding Access to HPV Vaccination for Adolescent Girls, National Institute of Public Health, Albania

The winning project for each Regional Network was announced during the IANPHI General Assembly.

EXECUTIVE BOARD

In 2025, the IANPHI Executive Board (Annex 5) consisted of²:

- IANPHI President Prof. Duncan Selbie, former Chief Executive, Public Health England, United Kingdom, and Chief Advisor, Saudi Public Health Authority (2020-2026)
- IANPHI Vice-President [Prof. Aamer Ikram](#), former Director General, National Institute of Health, Pakistan (2025-2027)
- IANPHI Immediate Past President Prof. André Van Der Zande, former Director-General, National Institute for Public Health & the Environment (2021-2026)
- Prof. Hongbing Shen, Director General, Chinese Center for Disease Control and Prevention, China (2023- replaced in April 2025 by [Prof. Jianwei Wang](#), Director General of China CDC)
- Prof. Lars Schaade, President, Robert Koch Institute, Germany (2024-2026)
- Dr. Eduardo Samo Gudo, Director General of the National Institute of Health of Mozambique (2024-2026)
- Dr. Tracey Cooper, Chief Executive, Public Health Wales (2024-2026)
- Dr. Mesay Hailu Dangisso, Director General, Ethiopian Public Health Institute (2024-2026)
- Dr. Yanaris López Almaguer, Director, Institute of Tropical Medicine 'Pedro Kouri', Cuba (2023- replaced in March 2024 by Prof. Vivian Kourí Cardellá, NPHI Director of Cuba)
- [Prof. Mika Salminen](#), Director General, Finnish Institute for Health and Welfare, Finland (2025-2027)
- [Prof. Abderrahmane Maaroufi](#), Director, Institut Pasteur du Maroc, Morocco (2025-2027)
- [Dr. Youngmee Jee](#), Commissioner, Korea Disease Control and Prevention Agency, Republic of Korea (2025-2027)
- [Dr. Caroline Semaille](#), Director General, Santé publique France (2025-2027)

To strengthen the association and its partnerships, IANPHI engaged its three strategic advisors throughout the year: Dr. Quentin Sandifer, former executive of Public Health Wales; Dr. Jean-Claude Desenclos, former scientific director and deputy to the director general of Santé publique France, as well as former secretary general of IANPHI; and Prof. Rebecca Martin, President of Global Immunization, Sabin Vaccine Institute. They

² The IANPHI Executive Board Members with their name in [blue](#) started their term following the elections of the 2024 General Assembly. The Executive Board Members with their name in *italics* started their second mandate following the same process.

supported the implementation of the IANPHI Strategy and collaborated with partners and Members to involve IANPHI in specific projects related to global health initiatives.

In 2025, the General Assembly approved the renewal of mandate or the election of the following EB Members for a mandate to start in 2026:

- [Dr. Bernardo Hernandez Prado](#), Director of the National Institute of Public Health in Mexico, Mexico (2026-2028)
- [Prof. Vivian Kourí Cardellá](#), Director, Institute of Tropical Medicine 'Pedro Kouri', Cuba (2026-2028)

One seat is open as no other candidate reached a simple majority. A re-vote will be organized during the 2026 General Assembly online, April, 2026.

The new Executive Board Members will replace:

- Dr. Abdullah Algwizani, Chief Executive, Saudi Public Health Authority (2023-2025)
- Prof. Hongbing Shen and Prof. Jianwei Wang, Director General, Chinese Center for Disease Control and Prevention, China (2023-2025)
- Dr. Yanaris López Almaguer and Prof. Vivian Kourí Cardellá, Director, Institute of Tropical Medicine 'Pedro Kouri', Cuba (2023-2025)

EXECUTIVE BOARD MEETINGS AND DECISIONS

The IANPHI EB met five times in 2025. Three Members ended their terms at the end of the year. Please refer to Annex 5 for the list of decisions taken by the Executive Board in 2025.

TRANSITION

The IANPHI Secretariat has been hosted since 2016 by Santé publique France. In June 2024, Dr. Quentin Sandifer and Prof. Neil Squires were mandated by Prof. Duncan Selbie to meet with the IANPHI Secretariat - both Secretary General and Staff, to discuss the current functioning of the Secretariat, its needs, and considerations to highlight in preparation of the call for hosting the IANPHI Secretariat and Secretary General. On August 12, 2024, the Proposal for the Determination of the Future Hosting Arrangements for the Secretary General and the Secretariat was launched, detailing the steps and requirements for the future host institute.

The Search Committee was chaired by Prof. David Heymann, and consisted of Dr. Meerjady Sabrina Flora, Dr. Tracey Cooper, Dr. Jean-Claude Desenclos and Dr. Quentin Sandifer. The rapporteur for the Committee was Ms. Gemma Lien.

Three applications were received, and on November 7, 2024, at the end of the selection process, the RKI was selected. The General Assembly then approved this decision on December 10, 2024. The transition process began at the end of 2024 and continued in 2025 with the recruitment of a full-time Secretary General and the gradual transition of the missions, information and archives, and staff from Santé publique France to RKI.

Staff employed by Santé publique France was allowed to remain based in Santé publique France until June 2026, thanks to an agreement signed between IANPHI and Santé publique France on June 20th, 2025. However, any new staff recruited would be based in Berlin, at the RKI.

Following Prof. Neil Squires's recruitment as Secretary General, the team welcomed Dr. Angela Fehr as Director of Programmes and Partnerships, as well as a new Events Manager, Ms. Agathe Landel, and a new Coordinator for Committees and Networks, Ms. Eloisa Montt Maray. Ms. Marie Le Roy, current Programme Manager, remains based in France for the moment (Annex 6).

IANPHI STRATEGY 2026 – 2030

In view of the expiration of the IANPHI Strategic Vision 2021-2025, the IANPHI President called a meeting in the margins of the 2025 World Health Summit to initiate the renewal of the IANPHI Strategy. Prof. Aamer Ikram, IANPHI Vice-President, was designated to lead the process which, in 2025, included the establishment of a drafting group and the development of a draft document for membership consultation. The consultation will be finalized in early 2026 and the launch of the IANPHI Strategic Vision 2026-2030, including a multiannual action plan, is due in the second quarter of 2026.

IANPHI INVESTMENT STRATEGY

To ensure the implementation of the IANPHI Strategy 2021-2025, IANPHI needs adequate core funding to provide quality capacity building, develop research and advocacy activities of its Member NPHIs. Because external funding is now of outmost importance, a roadmap to attract investment into the Association was approved by the Executive Board in August 2022.

1) Current projects

Gates Foundation // Strengthening NPHIs role in health emergencies, including the Global Health Emergency Corps – Starting date in June 2024 until May 2026.

Led by Sadaf Lynes, Director of Collaborative Surveillance, Workforce and Health Emergencies IANPHI with support from Professor Andrew Lee, University of Sheffield, three grants from the Gates Foundation have enabled the continuation of the GHEC from the

perspectives of National Public Health Institutes. Duncan Selbie, President, and Sadaf Lynes have been members of the WHO GHEC steering committee shaping the development of the GHEC. A key achievement has been partnership on the development of the WHO GHEC framework published in May 2025.

Key activities in 2025 have included a survey of NPHI's to understand the mandates and operational roles of NPHIs in health emergencies. A particular focus was on the role of the health emergency workforce in the public health system in particular surge mechanisms.

In addition, interviews with leaders of NPHIs explored connected leaders on national and subnational levels as well as cross border strengthening intelligence and decision making. The report on this work is available on the IANPHI website.

Based on these findings 11 NPHIs (Japan, China, Malaysia, Singapore, Sierra Leone, Uganda, South Africa, Mozambique, Bangladesh, Jordan, and Cambodia), are co-creating an approach that will support NPHIs to identify and deploy public health emergency workforce across the system. In addition, connected leaders are a key component of this work and both strands will be completed in 2026. An initial workshop with NPHI colleagues across Africa was held in December 2025 with a subsequent workshop was held in Kuala Lumpur, Malaysia in February 2026.



Figure 5. Workshop with NPHI held in Kuala Lumpur; Malaysia (IANPHI Secretariat, 2025).

The governance includes an executive steering committee, chaired by the Vice President, Aamer Ikram, representation from the EPRR thematic committee, the gates foundation and the WHO with a technical expert group comprising of representation from the participating NPHIs and chaired by Sadaf Lynes.

Public Health Agency of Canada - PHAC I // Building IANPHI Regional Networks & Thematic Committees to Strengthen Public Health Systems, Capacity Building & Resilience - January 1, 2023, to March 31, 2026.

Funding from this project allowed to strengthen collaboration within IANPHI Regional Networks and Thematic Committees. IANPHI Regional Networks are considered key for collaboration between the NPHIs. Furthermore, after two years of COVID-19 crisis limitations, Member NPHIs have requested more in-person meetings to re-invigorate cooperation and collaboration between institutes. Due to lack of funding, IANPHI struggles to promote more active collaboration between NPHIs. This is rooted in structural problems, often related to the limited capacities of NPHIs. The individual interviews of Members of these Networks revealed the following challenges:

- Understaffed institutions (limited personnel)
- Lack of resources to contribute to the public health forums and Regional Networks
- Financial limits to participate in the international seminars/events
- Language barriers inhibit active engagement in international forums and IANPHI meetings.
- Designation of the focal point

The main objective is stronger regional cooperation between the less-developed NPHIs, by building better resilience for the future crises through the EPHF as a framework for action. Specific objectives are:

1. Ensure the strengthening of Regional Networks made up of NPHIs in IANPHI Africa, Asia, Europe and Latin America regions, by improving multilateral exchange and cooperation.
2. Build sustainable Network and thematic expertise by improving capacities and focusing on practices of NPHIs in low-income countries using the global platform.
3. Contribute to NPHIs resilience capacity to manage public health crises by adaptation of the EPHF framework to the low-income country setting.
4. Funding aimed at contributing to the organization of meetings and participation in international events.

The Secretariat is currently working on a no-cost extension request with the International Health Grants Programme of the PHAC, to use the remaining funds.

Public Health Agency of Canada - PHAC II // Principles in Applying Health Promotion to Emergency Preparedness and Response – January 15, 2024, to January 14, 2026.

The project proposed by IANPHI aims at collecting, reviewing and analyzing practice-based evidence derived from programs and actions implemented in real-life settings prior to and during emergencies to guide and improve preparedness and response by integrating health promotion and community engagement as a principle of good practice. Programs and actions considered are those that have been implemented at national or local levels in which the health promotion dimension was identified as a critical factor for success if implemented; or, for failure, if not considered. These actions and programs will be identified through IANPHI Members. The methodology that IANPHI will apply to identify principles of good practices should improve the usefulness and credibility of practice-based evidence in informing evidence-based public health interventions. Thus, the proposed project will complement the current available research-based evidence by building the experience of key public health organizations such as NPHIs and community actors. Good-practice principles that the project will contribute to identifying will consider the population context for their implementation. The outcomes are:

- The project will collect, review and analyze practice-based evidence to contribute to identifying good-practice principles in applying health promotion to Emergency Preparedness and Response.
- The project will complement the current available research-based evidence by linking scientific evidence to field experience.
- The project will increase IANPHI's capacity to consider and advocate collectively for more health promotion considerations within its membership, in its meetings and in its strategy.

Under the responsibility of IANPHI, the project is implemented by:

- The [University of Galway](#) for the Scoping Review ([WHO Collaborating Centre for Health Promotion Research](#))
- [Public Health Wales](#) for the survey and interviews, as well as the analysis of findings
- Steering Committee: NPHIs + [WHO](#) + [Eurohealthnet](#) + [IUHPE](#) + [PHAC](#), chaired by Dr. Jean-Claude Desenclos

The University of Galway has conducted the Scoping Review and is currently finalizing its analysis. Public Health Wales launched a survey in November 2025, with deadline to January 2026 to give people sufficient time to respond. The goal is to collect NPHIs experiences in health promotion in emergency settings, throughout the Emergency Preparedness and Response continuum, and considering both preparedness and response, but also risk communication and community approaches. Semi-structured interviews will be conducted in 2026, before an analysis and a report are prepared.

As the project started later than was initially planned, the Secretariat is currently working on a no-cost extension request with the International Health Grants Programme of the Public Health Agency of Canada, to have sufficient time to finalize this project.

Public Health Agency of Canada - PHAC III // How NPHIs can advance equity approaches to well-being to influence population health outcomes – 15 January 2025 to 15 December 2026.

IANPHI successfully applied for funding to organize an in-person event in 2025. This initiative aligns with the Government of Canada's commitment to global health efforts by promoting collaboration and increasing awareness of both current and emerging health challenges worldwide. With this application, the aim was to fund the first face-to-face meeting of the Thematic Committee on Health Inequalities and Equity. A 3-day workshop was organized by the IANPHI Secretariat in June 2025, around the following question: "How can NPHIs advance equity approaches to well-being and influence population health outcomes?". Discussions included the role of NPHIs in fostering primary healthcare and developing community workers' capacity, food and nutrition safety integrating NPHIs to intersectoral food and nutrition security policies, the role of NPHIs in workforce capacity building to face social, economic and environmental inequalities as determinants of health inequities, how to build trust and effective public health communication, how NPHIs can promote the systematic inclusion of geographical and inequality indicators, and building recognition on the role of NPHIs in intersectoral efforts and projects to face health and wellbeing inequalities.

A [report](#) was developed, summarizing the discussions of the workshop. This is particularly important because many NPHIs have limited capacities to address social inequalities from a public health perspective and particularly the concept and perception of well-being as a major health indicator for different social groups in different parts of the world. NPHIs often have little to no mandate in this area; they very often have a biological and medical approach to public health, very much focused on infectious diseases and health security. During the COVID-19 pandemic and past emergencies, communities who are marginalized (e.g. refugees, migrants, minorities) and under deprivation affected the most in countries in all income groups. More than ever, the role of NPHIs is important to focus on equity issues and address it pragmatically for the right to access services with necessary protection from a public health perspective.

French Development Agency, European Environmental Agency and WHO Hub Funding // Meeting of the Thematic Committee on Climate Change and Public Health in Lyon, as a side event of the One Sustainable Health Forum – 3-4 November 2025.

The Climate Change and Public Health Thematic Committee established a formal partnership with the Agence Française de Développement (AFD), securing funding for a face-to-face workshop held in Lyon in November. This workshop was designed to support the Committee's ongoing initiatives. Additionally, the Committee explored opportunities to engage with the ATACH, as well as potential collaborations with the Global Lancet Countdown and the ASPHER.

The workshop was organized thanks to the following funding:

- From the French Development Agency: 39 000 EUR
- From the European Environmental Agency: the contract was for up to 15 000 EUR to support European participants. In the end, IANPHI requested 10 301.25 EUR
- From the WHO Hub Funding, to support a small part of the venue and catering costs: 1 782.23 EUR

WHO Hub Funding // Strengthening the role and network of national public health agencies as part of the wider health emergency preparedness and response architecture through IANPHI

Between March 28 and December 2025, IANPHI received funding from the WHO Hub for Pandemic and Epidemic Intelligence. Funding was aimed at strengthening the role and network of national public health agencies as part of the wider health emergency preparedness and response architecture through IANPHI. To this end, two work packages focused on supporting the transition and development of the IANPHI Secretariat and its partner collaborations as well as on increasing the global use of IANPHI tools and resources.

The WHO Hub funding enabled the appointment of a full-time Secretary General and a new position of Director of Programmes and Partnerships. Major activities which were supported by this project funding included IANPHI's participation in a maturity assessment of the Public Health Institute of Malawi and the organization of a side event at the World Health Summit with the World Federation of Public Health Associations (WFPHA), the Global Network of Academic Public Health (GNAPH), the Association of Schools and Programs of Public Health (ASPPH) and the Data, Evidence and Knowledge Management, HWF - UHC Cluster at WHO, as well as distinguished NPHI and public health leaders. This activity shall be further developed into a coalition of partners to strengthen the implementation of the WHO Roadmap and Action Plan for the Public Health and Emergency Workforce.

Regional collaboration was fostered through the participation of Prof. Neil Squires in the ASEAN Capacity Building Workshop on the Expected Functions of the ASEAN Centre Secretariat Establishment Office (ACSEO) for the ASEAN Centre for Public Health Emergencies and Emerging Diseases (ACPHEED) and in a meeting of the 3rd Regional Advisory Committee (RAC) for the Health Emergency Preparedness, Response and Resilience - Multiphase Programmatic Approach (HEPRR-MPA) Project in Zambia. The project funding also added travel support for a workshop by the IANPHI Committee on Climate Change and Public Health in Lyon.

Two consultants were contract with the WHO Hub funding to support the development of training tools for the IANPHI toolkit, particularly the new Framework for the Development of NPHI, and to develop a communication strategy and prepare the migration of the IANPHI website to a new host.

Follow-on funding has been approved by the WHO Hub for 2026.

2) Initiative under institutional negotiation

Team Europe Initiative (TEI) – NPHIs // Support to African National Public Health Institutes Program, Flagship Program No.3 ‘Strengthening health systems and capacities or pandemic preparedness, digital health and public health’.

The TEI NPHIs program follows the guidelines of the Framework for Development of NPHIs in Africa, which adopts a holistic approach to strengthening NPHIs across the continent by focusing on 10 core public health functions. IANPHI has worked with the TEI team and with Africa CDC and NPHIs to support the development of the approach, including hosting a meeting of the NPHIs engaged in the margins of the IANPHI 2025 annual meeting, held in Maputo, Mozambique. In response to the African Union’s call for a New Public Health Order, TEI NPHIs align with Africa CDC’s vision of a continental public health agency, aiming to enhance health security and reduce health inequities in Africa.

The initiative is structured around regional and bilateral components. The regional component, confirmed through a signed contract, will be coordinated by the Swedish International Development Cooperation Agency (SIDA), with the Public Health Agency of Sweden as implementer. Africa CDC and IANPHI are key partners in this regional effort. IANPHI will participate alongside SIDA and Africa CDC to support the regional programme, bringing technical expertise and fostering collaboration among African NPHIs and drawing knowledge and experience from across the IANPHI network.

The bilateral component involves partnerships between nine EU Member States and ten African countries (Burundi, Chad, Democratic Republic of Congo, Guinea Bissau, Guinea Conakry, Malawi, Nigeria, Rwanda, and Zimbabwe). In this framework, IANPHI, leveraging its expertise and experience, will support Chad in building its NPHI, strengthen

its institutional capacities, and guide its integration into the IANPHI network as a full member.

Expected Outcomes

- Strong African NPHIs that reflect African priorities, contribute to global health governance, and drive progress on key health indicators.
- Investment in public health workforce and leadership programs to ensure Africa has the trained personnel needed to respond effectively to health threats.
- Respectful, action-oriented partnerships between African countries, EU Member States, and international organizations.

Participants

- TEI NPHIs Regional Component: European Commission Directorate-General for International Partnerships, SIDA, Public Health Agency of Sweden, Africa CDC, IANPHI.
- Bilateral Component: EU Member States (Belgium, Czechia, France, Germany, Italy, Portugal, Sweden) and the identified African countries listed above.

U.S. OFFICE

The U.S. Office implements NPHI establishment and strengthening projects globally with support from a cooperative agreement with U.S. CDC.

During 2025, the U.S. Office supported NPHI strengthening efforts in Burkina Faso, a workshop in the East Asia region, and began planning for several capacity building workshops that will take place in 2026.

Burkina Faso

The U.S. Office supported the Burkina Faso Institut National de Santé Publique efforts to develop the INSP's 2026-2030 strategic plan. The plan provides the INSP with a roadmap for implementing its core functions in order to fulfill its mission. A monitoring and evaluation plan was also developed. The Burkina Faso national *lletolletin* is the government's primary communication channel for disseminating timely, reliable, authoritative, accurate, objective, and useful information to improve the public's health. Continued support enabled two issues of the Public Health Bulletin (PHB) to be developed and published. INSP also established an electronic pathogen registry and an appropriate and effective physical biobank to facilitate the centralization, instant viewing and exploration of pathogen data stored in national reference laboratories. The migration of the electronic pathogen registry from CsPro to RedCap was essential to this effort. Coordination between the Central Reference Laboratory and the National Reference Laboratories (NRL) was reinforced through workshops that identified and articulated priority issues for strengthening the operational capacity and governance of the NRL. The discussions clearly identified the progress made, the difficulties encountered, and the strategic priorities to be addressed. As part of the requirements of ISO 17025 and ISO 15 189 in the INSP laboratory accreditation process, INSP contracted a metrology agency to calibrate 184 laboratory instruments, with 171 found compliant and certificates issued for all calibrated equipment. INSP is now operational, equipped with functional technical and administrative platforms and producing evidence-based data for decision-making.

East Asia

The U.S. Office, U.S. CDC, and the Korea Disease Control and Prevention Agency (KDCA) held a three-day regional workshop on "Data to Action" that convened 35 public health experts from Asia, Europe, and the United States to discuss advances in data systems, collection, analytics and use for integrated disease surveillance and data-driven emergency response. The workshop's objectives were to share information on best practices and lessons learned from collection, use, and organization of epidemiologic intelligence for disease detection and response, and to identify next steps in strengthening data flows and surveillance for pandemic preparedness and response. Participants discussed strategies, policies and actions to shift from siloed systems to interoperable enterprise data platforms, AI use, and forecasting tools.

Staged Development Tool Updates

The U.S. Office worked with U.S. CDC on a significant update to one of our most used tools, the Staged Development Tool. Click [here](#) to see the new website. The SDT is based on a maturity model to support organizational development. Since its creation in 2017, the SDT has been used in over 35 countries for strategic planning, improving internal operations, and enhancing the performance of core public health functions.

The new website includes an updated PowerPoint presentation, updated Discussion Guides, and documents to assist those using the SDT, all available in English, French, Portuguese, and Spanish. The 20 downloadable Discussion Guides, which can be viewed on the [Tools and Resources page of the IANPHI website](#), provide frameworks for assessing new technologies, threats such as climate change, and new tools and guidance from WHO and other organizations.

COMMUNICATIONS

IANPHI uses a variety of platforms to share information on its work including its website, IANPHI Insider newsletter, and a LinkedIn group for directors and focal points. The use of the LinkedIn group was limited. The U.S. Office has managed to support communications for IANPHI despite the challenge of losing communication staff.

NEWSLETTER: IANPHI INSIDER

The IANPHI Insider features stories highlighting the work of members and partners, including Africa CDC and the WHO Hub on Pandemic and Epidemic Intelligence. The communications team works with members and partners to write or source and edit the articles. Subscribe to the Insider [here](#).

Below are the Insider issues published since January 2025:

- [IANPHI Insider #49](#): IANPHI Europe Regional Meeting, Global Health Summit, webinars
- [IANPHI Insider #48](#): Kenya NPHI, role of NPHIs in GHEC, World Health Assembly, IANPHI General Assembly highlights and annual report, and latest webinars
- [IANPHI Insider #47](#): Latin American Regional Network's effort to address health inequities, highlights from a PHB workshop, news from the IANPHI Secretariat
- [IANPHI Insider #46](#): IANPHI Code of Practice, updates to SDT, G20 final report, insights from UHC and EPHF
- [IANPHI Insider #45](#): President's letter 2025

WEBSITE

IANPHI published 12 news stories since January 2025. Articles are available in the [public health news section](#) of IANPHI's website.

Activities were started in 2025 with funding from the WHO Hub for a consultant to prepare the migration and update of the IANPHI website and develop a comprehensive IANPHI communication strategy.

SOCIAL MEDIA PLATFORMS

IANPHI amplified Member and partner communications on our social media platforms. All posts can be found under the following links:

- LinkedIn: <https://www.linkedin.com/company/IANPHIhealth>
- Instagram: <https://www.instagram.com/IANPHIhealth/>
- Flickr: <https://www.flickr.com/people/ianphi/>
- YouTube: <https://www.youtube.com/channel/UC7dJw8l8dalf81fAfLsZoxw>

GENERAL DATA PROTECTION REGULATION

In 2019, the Executive Board decided to equip IANPHI with a Customer Relationship Management (CRM) tool to facilitate relationships between the IANPHI Secretariat and Members and to streamline the management of invoices, payment receipts, letters, reminders, and any type of correspondence.

As an entity established in the EU, IANPHI must comply with the General Data Protection Regulation of the EU, which stipulates that without formal consent of each contact in the CRM, IANPHI is not allowed to store and use the personal data of the Members and its Member organizations. To comply with the General Data Protection Regulation, the IANPHI Secretariat drafted a privacy policy detailing the rights of the Members in a clear and comprehensive way. The data consent form was first circulated on September 3, 2021, to all IANPHI's contacts. For those who have not yet given their consent, reminders are sent regularly. Individuals are requested to give their consent for the collection, storage, and processing of their personal data as well as for being contacted via the CRM mailing system.

By December 31, 2024, 81,43% of IANPHI's active CRM contacts had replied, 99.6% of them with a positive response.

IANPHI FOUNDATION

The IANPHI Foundation, governed by a board of trustees, was established in 2011 and is registered in Finland. From its establishment in 2011 until 2019, the Foundation collected the annual IANPHI membership dues and deposited them in its bank account. This capital funded various IANPHI activities according to the decisions of IANPHI Executive Board.

Since 2019, the collection of IANPHI membership fees, donations and service fees, previously transferred to the Foundation's account, was fully transferred to the Association. Subsequently, the IANPHI Executive Board and the Foundation's board of trustees decided to wind down the Foundation. The decision was made during the IANPHI Executive Board meeting and the board of trustees on April 26, 2022. The IANPHI Foundation and IANPHI entered into an agreement for the remaining funds on IANPHI Foundation to be transferred to IANPHI to support the Association's strategic activities as decided by the IANPHI Executive Board.

The Finnish Registry Office published a call for Foundation's creditors that was open until mid-August 2023. No creditors notified the registry of pending fiscal matters. All known budgeted and pending transfers of funds were completed prior to the creditors' deadline, including the return of base capital to THL Foundation and the remaining support to IANPHI as per the agreements. The transfer of 15 000 euros from the IANPHI Foundation to IANPHI took place on August 11, 2023, and the sum of 25 000 euros was transferred from the IANPHI Foundation to the Finnish Institute for Health and Welfare on the same day through an agreement signed by representatives of both bodies. The final accounting and auditing of final accounts took place in November, after which, related documents were sent to Finnish Registry Office. The final fiscal report on closing the accounts of the foundation has been audited and submitted to the Finnish Registry Office along with the auditor's report, and it has been recorded at the Finnish Registry Office.

The transfer of 4 500 euros was received on April 24, 2024. Any additional information requested by the Finnish Registry Office was planned to be provided by the foundation during March 2024. After closing the Foundation's bank account, the remaining surplus has been transferred to IANPHI as per the Foundation's board of trustees and the IANPHI Executive Board decisions.

A last payment is expected to permanently close the IANPHI Foundation.

APPENDICES

ANNEX 1: IANPHI STRATEGY 2021-2025

The [IANPHI Strategy 2021-2025](#), approved at the Annual General Assembly in December 2020, was developed in the midst of the COVID-19 pandemic, when the need for global collaboration and collective action had never been more apparent. The strategy signals the next phase of IANPHI's strategic development, emphasizing the critical role of NPHIs in addressing current and future health challenges. As every country faced the profound impact of the pandemic, the importance of strong, coordinated public health systems became increasingly clear. NPHIs are and will continue to be a major part of the solution to building health security, reducing health inequalities, and strengthening public health action.

At the heart of IANPHI's work is its mission: to collectively build public health capacity and capabilities by connecting, developing, and strengthening NPHIs worldwide. This mission guides all strategic efforts, ensuring that NPHIs have the resources, knowledge, and partnerships needed to protect and improve the health of the populations they serve.

The strategic vision, approved at the Annual General Assembly in December 2020, also reflects IANPHI's long-term aspiration: a global community of interdependent and trusted NPHIs, serving as scientific advisors, working together to protect and improve public health and to build a more equitable world. Realizing this vision requires a collaborative, inclusive, and systems-based approach to public health development—one that addresses both national priorities and global challenges.

To fulfil this vision and mission, IANPHI identified five strategic priorities:

1. **Strengthen professional relationships within IANPHI's unique global forum**, creating a space for peer exchange, collaboration, and mutual learning.
2. **Harness the collective expertise of Members** to support the development of public health capacity across diverse contexts.
3. **Engage, support, and grow IANPHI's diverse and unified membership**, ensuring that all Members—from well-established to newly formed institutes—benefit from shared resources and support.
4. Advocate globally and at the national level for NPHIs as essential public health actors, highlighting their critical role in health governance and preparedness.
5. **Build an agile and responsive association** that evolves alongside Members' needs and adapts to a rapidly changing global health landscape.

ANNEX 2: MAPUTO DECLARATION



MAPUTO DECLARATION



NATIONAL PUBLIC HEALTH INSTITUTES COMMIT TO JOINT EFFORTS TO PROMOTE HEALTHY, EQUITABLE AND RESILIENT SOCIETIES TO TACKLE CURRENT AND FUTURE THREATS

Statement from IANPHI Annual Meeting, hosted by Mozambique’s National Institute of Health

WE, members of the International Association of National Public Health Institutes (IANPHI), gathered physically and virtually on April 9 and 10, 2025 in the city of Maputo, Mozambique for the IANPHI annual meeting.

RECOGNIZE THAT:

We are at an historic turning point for global public health, with continued vulnerability to pandemic disease, war and conflicts, the growing burden of non-communicable diseases, under-funded and fragile health systems, increasing environment and climate driven hazards, growing global inequalities, and significant cuts to funding for health, seriously threatening progress towards the Sustainable Development Goals and the realization of Universal Health Rights.

Misinformation and disinformation are undermining trust in the science, jeopardizing the effective health promotion efforts for communities to understand health risks and protect their own health.

The decrease in global solidarity for health presents a substantial risk to community cohesion and resilience and to planetary health, requiring urgent action.

CONFIRMED the need to build strong, well funded, resilient and sustainable public health systems to promote health and well being while protecting life-saving public health programs from any form of crisis.

REAFFIRMED the importance of all countries having a National Public Health Institute (NPHIs) and the workforce capacity to deliver the World Health Organization Essential Public Health Functions.

WELCOMED the ambition clearly articulated by Africa Centers for Disease Control to support all countries in Africa develop a National Public Health Institute, and the WHO's strong commitment in building public health institutions and workforce capacity at country level.

WE CALL FOR ACTION to ensure:

- NPHIs are strengthened or established to deliver science based solutions under the umbrella of the WHO Essential Public Health Functions to protect lives and promote health and well being.
- Networks between NPHIs and the development of collaborative surveillance are strengthened, with all countries having the capacity to prevent, detect and respond to public health hazards.
- The scientific independence of NPHIs is cherished and protected to generate the evidence needed for health policy and in building public trust in science.
- The available global funding is used to protect essential public health programs and maximize national public health capacity, with regional and global support increasingly focused on supporting the norms, standards necessary for effective inter-country, regional and global collaboration to protect and promote health and wellbeing.
- Agreement is reached on the metrics, indicators and methodologies needed to monitor population health and the social determinants of health and to evaluate policies to improve health for at-risk populations is prioritized.
- Investment is increased in building the competencies of a multidisciplinary health workforce to deliver the essential public health functions and address current and future challenges to health.

WE COMMIT TO:

- Strengthening and expanding global and regional networking and partnerships; accelerating the generation of scientific evidence to inform health policy and empower communities; promoting equity and addressing social inequalities; promoting global solidarity as an essential pillar of worldwide health and wellbeing; strengthening collaboration between IANPHI Members and with all other public health organizations to reinforce the global public health community; promoting NPHIs as an essential component of a resilient public health system; enhancing prevention, health promotion and health security; and to supporting and preparing countries to deal with uncertainties associated with current and future crises.

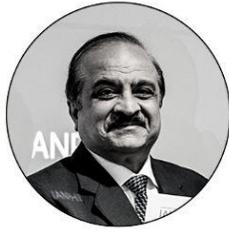
ANNEX 3: IANPHI'S LIST OF MoUs AND PARTNERSHIPS

Existing Partnership Agreements	Signature
African Society for Laboratory Medicine (ASLM)	2013
Association of Schools of Public Health in the European Region (ASPHER)	2019
Association of Schools and Programs of Public Health (ASPPH)	2018
Public Health England (PHE)	2015
Global Health Development – Eastern Mediterranean Public Health Network (GHD – EMPHNET)	2022
World Health Organization (WHO)	2023
World Meteorological Organization - Global Heat Health Information Network (WMO – GHHIN)	2024
Past or ongoing collaborations without MoU	
Africa Centre for Disease Control and Prevention (Africa CDC)	
Agence Française de Développement – Expertise France (AFD - EF)	
Agency for Public Health Education Accreditation (APHEA)	
Bill & Melinda Gates Foundation (BMGF)	
Caribbean Public Health Agency (CARPHA)	
Child Health and Mortality Prevention Surveillance (CHAMPS)	
European Commission – International partnership department (EC – DG INTPA)	
European Centre for Disease Prevention and Control (ECDC)	
European Environment Agency – European Climate and Health Observatory (EEA)	
European Partnership of Public Bodies Building Healthier Communities and Tackling Health Inequalities (EuroHealthNet)	
European Public Health Master (EuroPubHealth)	
Ecole des Hautes Etudes en Santé Publique (EHESP)	
Enhancing Learning and Research for Humanitarian Assistance (ELRHA)	
International Academy of Public Health (IAPH)	
International Union for Health Promotion and Education (IUHPE)	
Lancet Countdown	
Réseau des Instituts Nationaux de Santé Publique d'Afrique de l'Ouest (RIPOST)	
Sustainable Health Equity Movement (SHEM)	
Task force for Global Health (TFGH)	
United States Centers for Disease Control and Prevention (US CDC)	
West African Health Organization (WAHO)	
WHO Regional Office for Europe (WHO Europe)	

ANNEX 4: 2025 EXECUTIVE BOARD



Prof. Duncan Selbie
IANPHI President



Prof. Aamer Ikram
IANPHI Vice-President



Prof. Andre Van der Zande
IANPHI Past-President
(2019-2020)



Prof. Mika Salminen
Finnish Institute for Health and
Welfare



Dr. Abdullah Al Gwizani
Saudi Public Health Authority



Dr. Tracey Cooper
Public Health Wales



Prof. Vivian Kourí Cardellá
Institute of Tropical Medicine
'Pedro Kouri' of Cuba



Dr. Mesay Hailu Dangisso
Ethiopian Public Health
Institute



Dr. Youngmee Jee
Korea Disease Control
Agency



Prof. Abderrahmane Maaroufi
Institut Pasteur of Morocco



Dr. Eduardo Samo Gudo
National Institute of Health,
Mozambique



Prof. Dr. Lars Schaade
Robert Koch Institute
of Germany



Dr. Caroline Semaille
Santé Publique France



Prof. Jianwei Wang
China Centre for Disease
Control

ANNEX 5: 2025 IANPHI EXECUTIVE BOARD DECISIONS

Date	Item discussed	Main decisions
February 6, 2025	<ol style="list-style-type: none"> 1. Follow up and approval – minutes of November 7 EB meeting 2. Introduction of the EB Members 3. Secretary General update 4. IANPHI 2025 Annual Meeting update 5. New hosting arrangement for the IANPHI Secretary General and Secretariat 6. IANPHI Representation 7. Bill & Melinda Gates Foundation update 8. U.S. Office update 9. Regional Networks update 10. Thematic Committees update 11. Nomination of IANPHI Strategic Advisers 12. 2025 Budget adjustments 	<p>Decision 1: Approval by the participants in the meeting of the November 7 Executive Board meeting summary.</p> <p>Decision 2: Approval by the participants in the meeting of the drafting of a Memorandum of Understanding with European Centre for Disease Control by Anne-Catherine Viso.</p> <p>Decision 3: Approval by the participants in the meeting the nomination of N. Squires as an IANPHI Strategic Advisor, for a period of two years, renewable.</p> <p>Decision 4: Approval by the participants in the meeting of the 2025 budget adjustments.</p>
April 3, 2025	<ol style="list-style-type: none"> 13. Follow up and approval – minutes of February 6 EB meeting 14. Gates Foundation update 15. U.S. Office update 16. Regional Networks update 17. Thematic Committees update 18. Annual Meeting update, final program and impact of the global context on IANPHI and NPHIs 19. Secretary General update 20. Agenda and timeline of the General Assembly in Maputo 21. Update on the Secretary General and Secretariat transition 22. Secretary General approval 23. Executive Board Member Replacement – China CDC – 	<p>Decision 1: Approval by the participants in the meeting of the February 6 Executive Board meeting summary.</p> <p>Decision 2: Approval by the participants in the meeting of the nomination of Prof. N. Squires as Secretary General. N. Squires's profile and experience will be circulated to the Executive Board Members.</p> <p>Decision 3: Approval by the participants in the meeting the nomination of Prof. Jianwei Wang as Executive Board Member for the remainder of Prof. Hongbing Shen's mandate. The IANPHI Members will vote on this decision</p>

	<p>Prof. Hongbing Shen to Prof. Jianwei Wang</p> <p>24. Waiver and discount requests</p> <p>25. 2022, 2023 and 2024 accounts</p> <p>26. Framework for the Creation and Development of NPHIs – final steps and approval</p> <p>27. Partnership and project proposal to be approved</p>	<p>during the next General Assembly.</p> <p>Decision 4: Approval by the participants in the meeting of the discount request from the National Institute for Research and Education in Nutrition and Health of Costa Rica.</p> <p>Decision 5: Approval by the participants in the meeting of the discount request from the Public Health Center of Ukraine.</p> <p>Decision 6: Approval by the participants in the meeting of all three financial accounts. The accounts will be presented at a subsequent General Assembly once the audits are ready, and everything is clean.</p> <p>Decision 7: Approval by the participants in the meeting of the next steps and roadmap for approval, as presented by A. Fehr on April 3, 2025.</p> <p>Decision 8: Approval by the participants in the meeting of the request from the RKI and support the project “ClimateActPH: Strengthening the work of NPHIs on climate change and health”.</p> <p>Decision 9: Approval by the participants in the meeting of IANPHI's participation in the “DigitalVAX Consortium – EDCTP3”.</p> <p>Decision 10: Approval by the participants in the meeting of the final draft of the Memorandum of Understanding with the European Center for Disease Control. A small modification will have to be made before it is signed as D. Selbie's name is misspelled.</p>
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<p>July 3,2025</p>	<p>28. Follow up and approval – minutes of April 3 EB meeting 29. Secretary General update 30. Annual Meeting update and finalized budget 31. INAPHI Europe Network meeting update 32. IANPHI Representation 33. Gates Foundation update 34. U.S. Office update 35. Regional Networks update 36. Thematic Committees update 37. Nomination of IANPHI Strategic Advisers 38. Approval for Dr. Shubhayu Saha to remain as an individual expert member of the Climate Change and Public Health Thematic Committee 39. Membership applications 40. Waiver and discount requests 41. 2022, 2023 and 2024 final accounts 42. Partnership request</p>	<p>Decision 1: Approval by the participants in the meeting of the April 3 Executive Board meeting summary.</p> <p>Decision 2: Approval by the participants in the meeting of the nomination of Dr. Rebecca Martin as a Strategic Adviser, for a period of 2 years, renewable.</p> <p>Decision 3: The participants in the meeting approved Dr. Shubhayu Saha staying on the Committee as an individual expert, pending the clarification of his current place of work to avoid any risk of conflict of interest.</p> <p>Decision 4: Approval by the participants in the meeting the National Institute of Public Health of Japan’s membership application to become a National Member.</p> <p>Decision 5: Approval by the participants in the meeting the National Public Health Institute of Yemen’s membership application on the condition that they become an Associate Member.</p> <p>Decision 6: Approval by the participants in the meeting of the 2-year discount request from the Public Health Center of Ukraine.</p> <p>Decision 7: No decision was voted – IANPHI will continue to discuss with the Digital Public Health Conference before formalizing anything.</p>
<p>September 11, 2025</p>	<p>43. Follow up and approval – minutes of July 3 EB meeting 44. Secretary General update 45. IANPHI Europe Network meeting update</p>	<p>Decision 1: Approval by the participants in the meeting of the July 3 Executive Board meeting summary.</p>

	<p>46. IANPHI Annual Meeting 2026 update</p> <p>47. Gates Foundation update</p> <p>48. U.S. Office update</p> <p>49. Regional Networks update</p> <p>50. Thematic Committees update</p> <p>51. GDPR Consent for Thematic Committees</p> <p>52. Budget modifications to the 2025 budget</p> <p>53. IANPHI Travel Policy</p> <p>54. EB Member applications</p> <p>55. Membership applications</p> <p>56. Partnership request</p> <p>57. Approval of the Framework for the Creation and Development of NPHIs</p> <p>58. Organization of an in-person Executive Board meeting in November 2025</p>	<p>Decision 2: Approval by the participants in the meeting of the GDPR Consent form and process for the Thematic Committees as presented.</p> <p>Decision 3: The participants in the meeting approved of the budget amendments presented on September 11, 2025.</p> <p>Decision 4: Approval by the participants in the meeting to present all applications for the position of Executive Board Member to the General Assembly, with Dr. José L. Peñalvo pending further confirmation.</p> <p>Decision 5: Approval by the participants in the meeting of IANPHI applying to become an observer Member of the International Science Council.</p> <p>Decision 6: Approval by the participants in the meeting of the finalized Framework for the Creation and Development of NPHIs, pending the review of the definition of an NPHI and its independence from governments.</p>
<p>November 6, 2025</p>	<p>59. Follow up and approval – minutes of September 11 EB meeting</p> <p>60. Secretary General update</p> <p>61. IANPHI Representation</p> <p>62. IANPHI Europe Network meeting update</p> <p>63. IANPHI Annual Meeting 2026 update</p> <p>64. Bill & Melinda Gates Foundation update</p> <p>65. U.S. Office update</p> <p>66. Regional Networks update</p> <p>67. Thematic Committees update</p> <p>68. IANPHI Budgets</p>	<p>Decision 1: Approval by the participants in the meeting of the September 11 Executive Board meeting summary.</p> <p>Decision 2: Approval by the participants in the meeting of the 2024 finalized budget, 2025 budget update, and 2026 budget proposal to the General Assembly.</p> <p>Decision 3: Approval by the participants in the meeting of the waiver request from the Moldova National Agency of Public Health.</p>

	69. Waiver and discount requests	
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ANNEX 6: IANPHI Secretariat



Prof. Neil Squires
Secretary General



Dr. Angela Fehr
Director of Programmes
and Partnerships



Sadaf Lynes
Director of Collaborative Surveillance,
Workforce and Health Emergencies



Prof. Andrew Lee
Technical Lead



Marie Le Roy
Programme Manager



Agathe Landel
Event Manager



Eloisa Montt Maray
Coordinator of Committees
and Networks



Rosita Wigand
Programme Manager