



IFEH

INTERNATIONAL FEDERATION OF
ENVIRONMENTAL HEALTH

STRATEGIC PLAN

2019/2020

UPDATE

*THE JOURNEY OF A THOUSAND MILES BEGINS
WITH ONE STEP*

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Global Situational Analysis of Environmental Health

Environmental health is a dynamic and evolving field. Maintaining a healthy environment is central to increasing quality of life and years of healthy life (ODPHP, 2020). According to the WHO (2020), 24% of all global deaths are linked to the environment. That translates to approximately 13.7 million deaths per year: 4.1 million in South-east Asia Region, 3.6 million in Western Pacific Region, 2.5 million in Africa Region, 1.4 million in European Region, 1.1 million in the Region of the Americas, and 984,000 in the Eastern Mediterranean Region. The environment impacts our lives in many and varied ways and people are exposed to risk factors in their homes, work places, and communities through: air pollution, inadequate water, sanitation and hygiene, chemicals and biologic agents, radiation, community noise, occupational risks, agricultural practices, built environments and climate change (WHO, 2020).

Environmental impacts on health are uneven across age and disproportionately affect the poor. Low and middle income countries bear the greatest share of environmental disease. Men are slightly more affected than women due to occupational risks and injuries. Women bear higher exposure to traditional environmental risks such as smoke from cooking with solid fuel and carrying water. Children under five and adults between 50 and 75 years old are mostly affected by the environment. Each year there are 5.2 million deaths in adults 50 to 75 years mainly due to noncommunicable diseases and injuries. Annually, there are 1.6 million deaths in children under 5 years old due mainly to lower respiratory infections and diarrhoeal diseases (WHO, 2020).

About 8.5 of the 13.7 million deaths caused by the environment are due to noncommunicable diseases. The top 10 causes of death from the environment are ischaemic heart disease (2.4 million), chronic respiratory diseases (1.9 million), cancers (1.8 million), unintentional injuries (1.5 million), respiratory infections (1.5 million), stroke (1.5 million), diarrhoeal diseases (829,000), diabetes (391,000), malaria (355,000), and neonatal conditions (244,000) (WHO, 2020).

While traditional environmental health problems are well known and documented, note must be taken of emerging environmental health issues, inclusive of climate

change, disaster preparedness and management (natural and technological), nanotechnology and exposure to unknown hazards (ODPHP, 2020).

Fortunately, there are many strategies available for preventing, mitigating, and eliminating environmental hazards. The WHO (2020) recommends application of low energy strategies in generation, clean fuels for cooking, heating and lighting, reduction of occupational exposures, increase access to safe water and adequate sanitation, pass smoking ban among others. The global environmental health workforce has a key role to play in promoting environmental health. The IFEH is best placed to mobilize key players and lead global efforts to address old and emerging environmental health risks.

References

Office of Disease Prevention and Health Promotion (2020). Environmental Health.

<https://www.healthypeople.gov/2020/topics-objectives/topic/environmental-health>

[World Health Organization \(2020\). Environmental impacts on Health: What is the big picture? https://www.who.int/images/default-source/eios-gtm-photos/phe-prevention-diseases-infographic-en-1-1200px.png?sfvrsn=185474a6_1](https://www.who.int/images/default-source/eios-gtm-photos/phe-prevention-diseases-infographic-en-1-1200px.png?sfvrsn=185474a6_1)

BACKGROUND

The International Federation of Environmental Health (IFEH) was officially established in 1986. It is a federation of 43 national organisations of environmental health professionals, 26 Academic Associated member organisations (Universities), 14 Associated member organisations and Affiliates and 5 IFEH Regional Groups: Africa, Americas, Europe, Middle-East and the Pacific Rim.

Organisations may appoint between one (up to 200 members), two (200+) or three (300+) representatives to the IFEH Council. Representatives are invited to the Annual Council meetings (timed to coincide with the biennial conference) and Academic conference as well as two Regional meetings per annum.

The Constitution of the IFEH is set down in its Memorandum and Articles of Association. These include eligibility and the rules of membership, how the IFEH is governed as well as the purpose and objectives for which the organisation was established. The Memorandum and Articles of Association are included in the IFEH's Procedure Manual.

The IFEH is a legal entity (company) registered in the United Kingdom both as a company limited by guarantee and a charity. The Board of Directors is

- President
- President Elect
- Honorary Secretary
- Honorary Treasurer
- The Chairpersons of the five Regions; Africa, Americas, Asia Pacific, Europe and the Middle East.

This submission of the Strategic Plan includes the updates and progress made thus far in respect of the various items listed in the Plan.

The progress is highlighted in bold print and in red.

OVERVIEW

At its Council meeting in Auckland on the 18th March 2018, the representatives from the national organisations raised various issues, which was captured by the former Honorary Secretary in a document called “Scoping Strategy Points”.

At this meeting it was agreed to review the current strategy and create a new three- year Strategic Plan. This task was mandated to the incoming President of the IFEH.

A number of project teams were created each tasked with specific identified issues or concerns as per the discussions captured in the scoping strategy points by the former Honorary Secretary.

The project teams were divided into the following areas:

- Communication Strategy/ Plan
- Finance Committee
- History of the IFEH
- Marketing and Membership Strategy/ Plan
- Good Governance, Branding and Procedure Manual

Each of the project teams submitted their reports with recommendations.

These reports and recommendations together with the scoping strategy points laid the basis to create a new three- year Strategic Plan.

The Project teams submitted further updates and reports following the Uganda meeting held on the 29/30 May 2019.

The first strategic plan was undertaken in 2007, then updates were done in 2008, 2011,2012 and the last one was in January 2013 when a Strategic Action Plan was drafted. (As per the records on the website).

It must be remembered that Strategic Planning is clearly not a one-off exercise. The finalized document should be considered a “living plan” and must be revisited at least annually to ensure relevance and contextual correctness. Review of the strategic plan should provide a yardstick for measuring performance and marking organisational progress.

Strategic Planning is a disciplined effort to produce decisions and actions that guide and shape what the organisation is, what it does, and why it does it

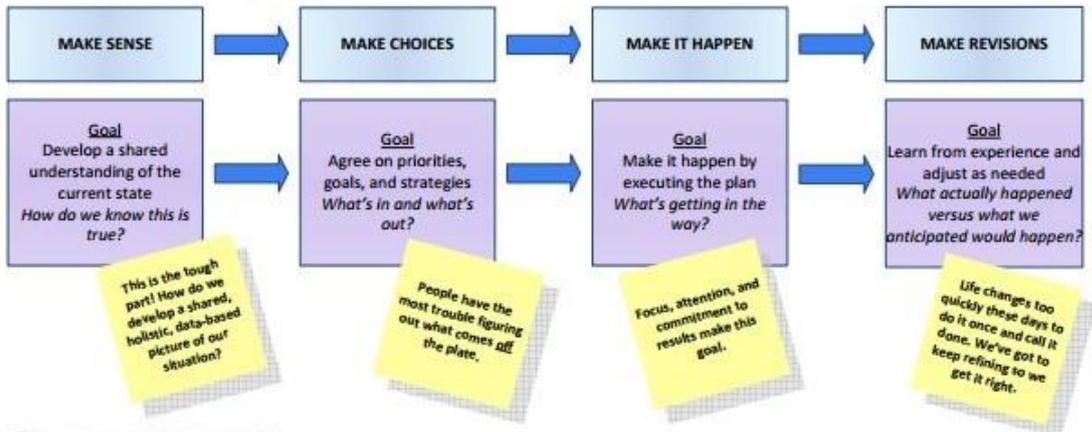
(Bryson, 1995). A strategy sets out what we want to do, and a plan sets out how we will go about doing it within a certain time frame.

STRATEGIC PLAN

A Successful Strategic Plan Answers These Questions



A Typical Strategic Planning Process



OUR MISSION (Why do we exist)

To promote international co-operation between environmental health organisations and professionals, thus striving for safer, cleaner and healthier environments in the interest of world health.

OUR VISION (What is the future we seek to bring about)

To be the internationally recognised leading professional organisation in the field of Environmental Health.

WHY DOES THE IFEH EXIST

- To **Represent** the international environmental health community
- To help **share** best practices and exchange information on environmental health matters.

- Facilitate **collaboration** between Environmental Health Organisations, Academic Institutions and practitioners.
- **Support** the development of environmental health profession around the world.

DEFINE WHO WE ARE

IFEH is an organization whose full members are national associations representing the interests of environmental health professionals throughout the whole world. Other organizations with an interest in environmental health (such as regional associations, NGOs, etc.) may become Associate Members. Organizations involved in the educational field (for instance Universities training environmental health professionals) are eligible to become Academic Associate Members.

WHAT ARE OUR VALUES?

As a global organization operating in a frequently divided and inequitable world, the IFEH is committed to the following values:

- **Respect**
- **Accountability**
- **Collaboration**
- **Solidarity**
- **Professionalism**
- **Transparency and**
- **Integrity**

CURRENT OBJECTIVES

The objectives of the IFEH are summarised in the IFEH motto which is “**caring for the environment in the interest of world health**”.

The IFEH tries to be a focal point for national organizations of environmental health practitioners to provide a means to exchange information, to hold congresses, to promote the study of environmental health and to lobby governments and international organizations.

The IFEH revised objectives are to:

- **Be the trusted, credible voice of the worldwide network of environmental health practitioners**
- **Communicate the role and value of environmental health practitioners in national and international health systems**
- **Champion excellence in environmental health workforce capacity through education, training, research and professional development**
- **Work collaboratively with key stakeholders, and related professionals, to empower the communities we serve to reach their full potential through safe, secure and healthy environments**

Through our work, we address:

- **Noncommunicable and communicable diseases prevention**
- **Environmental and Public Health promotion**
- **Climate Change, including small islands and developing countries**
- **Antimicrobial resistance**
- **Elimination and eradication of high-impact communicable diseases**
- **Food safety, water safety, pollution including air, water and soil, disposal of the dead, waste water management, E.H. legislation, Port Health, One Health, disaster management, occupational health and safety, vector control, Public Health and healthy settings.**

Motto

It is proposed that the current motto remain unchanged:

Caring for the environment in the interest of world health.

Who are our audience/ stakeholders?

IFEH has a range of Internal and External audiences.

The internal IFEH audiences/stakeholders include:

- **Members Associations**
- **Associate (including Academic Associate) Member Organisations**
- **Honorary members who served as officers within the IFEH**

The external IFEH audience/stakeholders include:

- **National Governmental Organisations and agencies**
- **International organisations and agencies**
- **Public/Citizens**
- **Donors and sponsors**

What are the key messages IFEH has for each of these target audience?

Internal IFEH audience/stakeholders	Key Messages
Member Associations	<ol style="list-style-type: none">1. IFEH provides a global voice for environmental health practitioners2. Sharing knowledge, practice and expertise has mutual benefits for all involved3. <u>Involvement with IFEH can enhance recognition and value of the environmental health profession in individual countries</u>4. Exchange of knowledge and experience in the field of Environmental Health5. Twinning – exchange of EH professionals

<p>Associate (including Academic Associate) Member Organisations</p>	<ol style="list-style-type: none"> 1. IFEH needs the support and input of all members to thrive and to drive its messages 2. The academic and professional pillars in environmental health working in unison can drive professional excellence and capacity building 3. Work on implementing of core competences for Environmental Health studies all over the world
<p>Honorary members</p>	<ol style="list-style-type: none"> 1. can engage with IFEH through events, campaigns and special interest groups
<p>External IFEH audience/stakeholders</p>	
<p>National governmental organisations and agencies</p>	<ol style="list-style-type: none"> 1. Environmental health practitioners, living and working in the communities they serve are an invaluable, if sometimes overlooked resource for improving the health of those communities. 2. At a time of unprecedented concern around climate change, the work of environmental health practitioner bridges many of the gaps between mid- term and local and the long term and global actions required. 3. EVERY SDG has an environmental health aspect
<p>International organisations and agencies</p>	<ol style="list-style-type: none"> 1. Environmental health practitioners are a hugely valuable global resource, already embedded in countries and communities 2. Official recognition and endorsement of World Environmental Health Day

	<ol style="list-style-type: none"> 3. EVERY SDG has an environmental health aspect 4. IFEH should become one of equal partners of WHO
Public/Citizens	<ol style="list-style-type: none"> 1. Individuals and families can exert tangible improvements in their environments and health through informed choices and personal actions 2. Making IFEH visible to public in form of sharing guidelines about world Environmental, Public Health and Health issues in general (COVID-19 is a good example)
Donors and sponsors	<ol style="list-style-type: none"> 1. IFEH is a trustworthy partner engaged in engaged in improving environmental health in global communities. 2. An environmental health approach to health challenges is often the most effective and sustainable solution.

How do we get heard?

IFEH has traditionally used its website, and latterly its Facebook page to communicate with various audiences and stakeholders. Email also remains a major channel of communication with member representatives. The IFEH Special Interest Group are set up in LinkedIn, and there is scope for further leverage of this platform. On a global basis, there has been limited use of press, radio or TV, and these are most often associated with larger events such as World Environmental Health Day or IFEH World Congresses. IFEH has not engaged globally in lobbying although this may occur at a regional level. Significant progress has been made in running IFEH meetings online and the logical progression in this respect will be to have blended meetings with “in house” and remote participation.

In the context of the immediate and mid-term the primary communication mix should be:

- **Website must be modernized**
- **Facebook page**
- **LinkedIn**
- **Major events such as World Environmental Day (with media/press coverage as can be arranged)**
- **On-line meeting platform (Zoom)**
- **Email**

GOVERNANCE

GENERAL

- Ensure use of virtual meeting technology to encourage participation and reduce travel costs. **All Board of Directors Meetings are now conducted via Zoom and two Extraordinary Meetings of Council was also conducted via this platform. The attendance at these meetings has vastly improved.**
- Include a standing agenda item on sharing of best practice. Solicit topics in advance of each meeting.
- Issue organisational updates in advance of Council meetings.
- All national environmental health organisations who are members of the IFEH must submit their written reports to the secretariat timeously so that they can be circulated to members.
- All the Regional representatives must attend the Board meetings and submit their regional written reports at these meetings.
- The IFEH must audit the membership of the organisation of the IFEH and ratify the registered members on an annual basis. **This process has started and good progress has been made. The membership list will be included in the report under Membership.**
- Work towards securing a seat/recognition for environmental health at the World Health Organisation
- The Faculty Forum must submit their report at the IFEH Annual General Meetings. **Progress has been made in this regard. The BODs at their meeting resolved to co-opt the Chairperson of the Faculty Forum onto the Board and this has been done. Furthermore, a call has been sent out to all regional Chairpersons to nominate a person from their region to serve on the Faculty Forum. Each Region must also establish Faculty Forums in their Regions.**
- All awards of the IFEH must be adjudicated by an independent panel. **The BOD's resolved that the panel will be made up of 2 Directors and 2 independent persons appointed as and when the need arises.**

BOARD OF DIRECTORS

- Employ a part-time secretariat to provide administrative support. **The Board deferred this matter for now, to be reviewed at a later date**
- Remove the roles of Honorary Secretary and Honorary Treasurer on the Board. **The Extraordinary meeting held on the 21st March 2020, made the following amendments to the Procedure Manual for uniformity and good governance: 2.1, 2.3, 2.8.2, 2.8.3, 12, 4.5(4) and Regulation 5/2004, Appendix 15.**
- Ensure only organisational, not individual representation on the Board.
(to amend the Procedure Manual --8.3- **Finalized.**)

MEMBERSHIP

It is proposed that the IFEH rationalise its membership structure, as follows, and remove individual membership. **This has been finalized on the 30th November 2019 at the Extraordinary Meeting of the Council.**

- Member – national environmental health organisations
- Associate – colleges/universities or relevant departments, training/research organisations and non-national environmental health organisations.
- Affiliate – consultancies and private companies with an interest in environmental health.

(to amend the Procedure Manual- 8.3).

8.3 of the IFEH Procedure Manual was amended at the Extraordinary Meeting of Council on the 30th November 2019 to discontinue the category of Individual membership. 8.3 was deleted in its entirety.

- . Carry out an audit of all National Associations and other membership of

The IFEH. **An audit has been carried out of all membership of the IFEH.**

Not all member organisations responded to the audit questionnaire.

Work is still in progress and follow ups are being done.

The following observations were made from the audit thus far:

- **There are some Environmental Health Organizations in some countries that have membership of Practitioners who carry out the full package of Environmental Health Services but are not members of the IFEH. In these same countries we have given recognition to Organizations that only represent Environmental Health Practitioners in a few disciplines of Environmental Health and not the whole package.**
- **In some countries there are more than one Organization that represents Environmental Health Practitioners and they seeking recognition by the IFEH. This needs to be seriously addressed by the IFEH as to how to deal with this issue.**
- **The IFEH needs to ensure that the National Organizations from all our membership countries, annually update their contact details and other information as required. Currently when there is a leadership change in their Organizations, our records are not being updated accordingly.**

Membership Audit

There is a need to identify potential Membership and map them.

(See Appendix 1)

Work closely with the Regional Groups to develop this plan.

Develop a plan to increase membership.

Identify marketing strategies and solutions

(Coimbra Health School is offering environmental health traineeship and if the IFEH agree they can call for a traineeship at IFEH located at Coimbra Health School with no cost to the IFEH to assist to develop this marketing and membership plan).

COMMUNICATION STRATEGY/ PLAN

The IFEH does not have extensive financial resources to utilize on communications. While some level of expenditure will be required in order to enhance communications, there is the continual need to harness the time and goodwill that members freely contribute to the work of IFEH.

Therefore, this implementation element must be grounded in financial reality.

The Implementation Plan therefore will involve the following actions:

(a) Oversight

Establish an IFEH Communication Group comprising of the Webmaster, Public Relations Officer, Honorary Editor of the journal, Environmental and Health International and the Honorary Secretary to drive the plan and report on progress on an annual basis to the IFEH Council.

The Communications Group will lead out on commencing/continuing/implementing the actions below as appropriate in collaboration with the other IFEH Groups.

(b) Environment & Health International Magazine

This magazine is intended for publication on a twice a year basis. In practice it has been extremely challenging for the Editor to receive sufficient material to publish on a regular basis. It is proposed that the Faculty Forum members be requested to consider taking on the publication of the magazine as a collaborative effort with the Editor. If this is not feasible then the IFEH Council should consider the termination of the publication.

(c) IFEH Meetings/ Events

Since June 2019, all IFEH Board meetings and two Extraordinary Meetings of Council have been held successfully online on the Zoom platform. Up to 100 participants can be facilitated for a nominal fee (approximately 18 pounds per month). All future IFEH Council and Annual General Meetings will be held as blended meetings. **Changes have been made to the IFEH Procedure Manual to facilitate this at the Extraordinary Meeting of Council held on the 30th November 2019 - (16)(c)(i); 16(c)(ii) was inserted into the Procedure Manual and the word “teleconference” was deleted and replaced with “available technology”.** Regional IFEH Groups will be encouraged to arrange remote access to regional meetings.

(d) IFEH website

Extensive review of the website analytics for 2019 has been carried out. While summarising the full details are beyond the scope of this document, it is very clear that there is a dramatic rise in traffic on the site around World Environmental Health Day. This drives home the fact that there is huge potential to generate interest if the right content is available, topical and current. It is therefore intended to track the analytics on the website on a regular basis following announcements.

The most important issue around the IFEH website is that notwithstanding the valiant efforts of the IFEH Webmaster, the website requires a total redesign and relaunch. This cannot be done on a voluntary part-time basis and requires professional input. As a priority action IFEH must determine if resources can be leveraged to carry this out.

(e) LinkedIn

Since the establishment of the IFEH Special Interest Groups using LinkedIn platform there has been a small but steady stream of participants. A rationalisation of the number of S.I.G.s is underway and once this is completed a further call will be made to encourage participation from individual environmental health practitioners belonging to member associations. The S.I.G.s also provides an opportunity for Academic Associate members to engage more actively in IFEH and this will be proposed to the Academic Forum as a possible area for mutual development. The median number of members per group is approximately 40. The biggest S.I.G. Group has 77 members (IFEH S.I.G. on Climate Change & Environmental Health) (as of 01 .02. 2020).

As well as the IFEH S.I.G. LinkedIn Groups, the Federation also has a general organisational IFEH LinkedIn Group with 300 members.

Finally, the IFEH holds a corporate LinkedIn Profile which has approximately 1,200 followers

(f) IFEH Newsletter

This newsletter continues to be one of the most informative communication tools on the IFEH website. In order to improve the dissemination of the newsletter, it will be featured as a link on the Facebook page and IFEH LinkedIn Group when published.

(g) IFEH Facebook

The IFEH Facebook page provides regular, topical updates and traffic from members and non-members alike. Again, this is a voluntary effort by an IFEH member to keep it going and assistance for them is to be explored over the coming year.

(h) Twinning

IFEH actively promotes twinning arrangements between member associations and encourages individual practitioners to seek out twinning opportunities with each other.

While such twinning arrangements do occur between IFEH members, there could be more coverage given to these through IFEH, and members are to be encouraged/reminded to actively provide IFEH on reports or articles on twinning events.

(i) World Environmental Health Day

World Environmental Health Day is undoubtedly a flagship occasion for IFEH to reach out to members, groups and individuals globally both within and outside the IFEH Organisation. Building on the increasing level of interest shown, IFEH will to have official recognition of World Environmental Health Day by the World Health Organisation.

BRANDING

- IFEH should agree a set of brand values which reflects its purpose and objectives.
- The language used by the IFEH, in written communication, should be consistent and reflect its brand identity and core values.
- IFEH should agree and implement, a consistent use of fonts across all hard copy and online communications.
- The IFEH logo should be reviewed and replaced by a more modern equivalent which can be used across multiple channels. **A new logo has been developed and has been approved by members.**
- Once all of the components of the IFEH are agreed a short set of brand guidelines should be issued to all members and partners.

PROGRESS REPORT ON BRANDING

Background

The term “branding” is often used in industry to describe efforts to compete for market share by advertising, marketing and use of a recognizable logo with a distinctive design. While the IFEH and the environmental health profession writ-large has not typically sought market share, we do desire to communicate effectively and consistently to enhance our professional community standing, recognition, respect and support. Our communications, advocacy and programs are not the brand, and neither is the logo. Branding is a marketing practice. Branding is about how the world sees our Organization and the work we do.

A brand conveys that something is different about us as an Organization-----differentiating values.

Ours are: Respect, Accountability, Collaboration, Solidarity, Professionalism, Transparency and Integrity. In public health parlance, brand equivalent to our image, or our personality. Brand is what

community members, clients, policymakers and other stakeholders think about us. We must pay attention to our image and not let it be established by default. Branding gets the IFEH recognized and it also strongly influences the way the IFEH is received by the public.

Why Branding Matters

The environmental health profession provides foundational services to communities worldwide and yet our good work often gets overlooked. The global public values environmental health, but in many cases do not connect this work with the profession. To successfully promote our profession, it is essential that we be visible and valued by governments, funders, policymakers, private sector partners and the community at large. Our aim is to be valued, effective, and trusted voice of the profession. The Brand must create a sense of Organizational unity amongst its members and stakeholders.

The Role of Leadership

The IFEH Board of Directors, including Regional Chairpersons, are the most visible and prominent members of the organization. As such, they should act with intent to personify and role model the IFEH values and hold the portions of the organization under their span of influence, accountable to those values. Regional representatives should seek permission in writing from the Board prior to using the IFEH logo, limited to circumstances where use of the logo reflects the IFEH mission, values and governing policies.

The Role of Membership

Member organizations are responsible for implementing and upholding our brand. Members should seek permission in writing to use the IFEH logo from the Regional Representative, limited to circumstances where use of the logo reflects the IFEH mission, values and governing policies.

Governing Policies and Terms of Use

- **The IFEH logo is the property of the IFEH. Use of the logo implies acceptance of and agreement with the Governing Policies and Terms of Use.**
- **IFEH Board of Directors reserve the right to revoke its approval of use of the logo at any time.**
- **A consistent use of fonts should be agreed upon by the membership.**
- **As the need arises concerning our logo, the Board may cancel, modify, or change the Terms of Use in line with the IFEH mission and values.**
- **The logo may be used in efforts to advance professional capacity building, generally for non-commercial purposes.**
- **The logo may not be used in any way that mischaracterizes IFEH support for an activity, or in any manner that is false or misleading.**
- **The logo and fonts should not be modified or altered except with written permission from the Board of Directors or Regional Representatives.**
- **Use of the logo shall not be used in any manner that violates law, regulation, or public policy.**
- **Use of the logo shall not be in connection with pornography, illegal activities, or any material deemed defamatory, libellous, obscene, or objectionable.**
- **Members should seek permission in writing to use the IFEH logo from their regional representative, limited to circumstances where use of the logo reflects the IFEH mission, values and governing policies.**
- **Regional representatives should seek permission in writing from the Board prior to using the IFEH logo, limited to circumstances where use of the logo reflects the IFEH mission, values and governing policies.**

FINANCE COMMITTEE

The Council at its meeting held in Uganda on the 30th May 2019 resolved to establish a Finance Committee to assist the Honorary Treasurer to manage the Finances of the IFEH.

At the IFEH Board of Directors meeting held on the 19th September 2019, the Board adopted a draft term of reference for the Finance Committee.

The final Terms of Reference for the Finance Committee as amended is as follows:

- **The Committee shall comprise of the President, the Honorary Treasurer and a representative from one of the Regions**
- **To meet via Zoom quarterly to review income and expenditure of the IFEH**
- **To review the annual audited statement prior to submission to Council for approval**
- **To assist the Honorary Treasurer in drawing up of the budget for the incoming year.**
- **To approve the incurring expenses and claims of the Board members and other members of the IFEH.**

PROCEDURE MANUAL

The procedure manual is a mixture of formal governance procedures, policies and application forms.

It should be reviewed once the new strategy has been agreed, to remove unnecessary content and be made more user friendly.

CONCLUSION

This is 33 years since the International Federation was founded and a lot has been achieved during this time. The IFEH cannot be considered a young and small organisation anymore. The IFEH has matured and has made significant progress in driving the environmental health agenda. The progress made is reflected in the huge membership of the IFEH to date.

The organisation must now move to the implementation phase if it is to sustain itself and further develop over the next three (3) years. If the IFEH wants to be relevant going forward, it is critical that all the members unite and work together to make the IFEH the organisation that the who's who in environmental health will want to belong to.

We need to be working as a team, drive the action plan so that we can achieve our goals and ensure that we represent our members to the best of our abilities.

We need to move forward from the past and all of us must be fully and actively involved in the IFEH activities and not allow our organisation to be run by a few members.

The Board of Directors must be the drivers of the strategic plan and ensure quarterly reports are submitted on progress by the members identified in the action plans.

Progress reports must be provided at each Council meeting. This Strategic Plan must be reviewed annually to ensure action and sustainability.

PLAN OF ACTION

ACTION ITEM	PERSONS RESPONSIBLE	TIME FRAMES	COMMENTS
Governance			
1. Ensure the use of virtual meeting technology to encourage participation and reduce cost.	Martin Fitzpatrick	End June 2019	Completed – Zoom platform is being used for all Meetings
2. To include a standing agenda item on sharing best practice at all Council meetings: Solicit topics prior to each meeting.	Secretary IFEH	Every Council meeting starting in 2020 in Malaysia	The next face to face meeting will be held in Malaysia in 2022
3. Employ a part-time secretariat to provide administrative support. +- 40 hrs per month.	Board of Directors	End of September 2019	Deferred for discussion at a later date.
4. Regional Groups to hold at least 2 meetings per year. The minutes of these meetings is to be posted on the website. (Virtual meeting technology)	Chairpersons of Regional Groups.	Immediately	Regions are holding their meetings and reports are submitted to every Board Meeting
5. Address the roles of Honorary Secretariat and Honorary Treasury on the Board. Ensure only organisational, not individual representation on the	Council	Immediately	Matter was dealt with at the Extraordinary Meeting held on the 21/3/2020.

Board. (Amend Procedure Manual 2.2; 2.8.2; 2.8.4; 4.5 (4))			Amended Procedure Manual, 2.1, 2.3, 2.8.2, 2.8.3, 12, 4.5(4), Regulation 5/2004, Appendix 15
6. To consolidate, reduce and prioritise the IFEH objectives. There is a need for the IFEH to create a list of core goals which could then be allocated objectives, KPIs and associated strategic risks.		End of July 2019	List of objectives and core goals have been completed. (Refer to main report)
Membership			
1. The IFEH to rationalise its membership structure and remove individual membership. <ul style="list-style-type: none"> Members-National Environmental Health organisations Associates- Colleges/Universities or relevant departments, training/research organisations and non-national environmental health organisations. Affiliate- consultancies and private companies with an interest in environmental health (to amend Procedure Manual- 8.2 and 8.3) 	Council to decide	Immediate	This was finalized at the Extraordinary Meeting of the Council held on the 30 th November 2019 and the Procedure Manual has been amended
2. To identify membership and map potential membership	Board of Directors	End July 2019	An audit of the IFEH

			membership has been undertaken and the report is almost finalized. Refer to main report under membership
3. Develop a plan to increase membership- work closely with Regional Groups	Board of Directors	End July 2019	No progress
4. Identify marketing strategies and solutions (develop a marketing plan)	Board of Directors	End July 2019	No progress
Communication			
1. To develop a Communication Plan/Strategy 2. Establish a Communication Committee 3. Identify appropriate platforms for facilitating remote access to meetings of the IFEH to its representatives.	Honorary Secretary, PRO, Editor, Webmaster	End July 2019	A full comprehensive report is in the main report of the plan. Task completed. Zoom Platform used for IFEH Meetings, giving remote access to meetings of the IFEH to its representatives
Branding			
1. To develop a set of brand values which reflect the IFEH purpose and objectives.		End July 2019	See in the main report, completed.
2. To renew and replace the IFEH Logo by a more modern equivalent which can be used across multiple channels.		End July 2019	Logo was redesigned and approved. The new logo is currently used by the IFEH.

3. Develop a set of brand guidelines- to be issued to all members and partners.		End July 2019	These guidelines are finalized and is in the main report.
Finance			
1. To establish a Finance Committee with a term of reference	Treasurer, President & a Regional Representative	Immediate	A term of Reference of the Finance has been approved by the Board. See in the main report.
2. Identify Patrons for IFEH	Board of Directors		No progress
3. Identify Sponsorships/adverts for website, journal, newsletter and other IFEH material	Board of Directors		No progress
4. Re-introduce the American auctions concept at World Congress to raise funds	Honorary Treasurer		Will take place at the World Congress in Malaysia in 2022
5. To consider merchandising of IFEH products			This will be pursued by individual National Associations
History of IFEH			
1. To finalise the compilation of the of the history of the IFEH	Jerry Chaka Henning Hansen		Great progress has been made to compile the history of the IFEH. This will be finalized before the end of September 2020.
Procedure Manual			

<p>To review the Procedure Manual once the strategy has been agreed by the Council.</p>	<p>Board of Directors. Council to approve</p>	<p>September 2019</p>	<p>Changes have been to the Procedure Manual after the Extraordinary Meetings of the 30/11/2019 and 21/3/2020. The Procedure Manual must be rewritten to comply with the UK Companies Act of 2006 and made more user friendly</p>
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Appendix 1

Membership Audit Returns

Country	Name of Organisation	Website	Number of Members	Contact	Nominated Delegates	Area of EH work
England Wales and Northern Ireland	Chartered Institute of Environmental Health	www.cieh.org	7340	Dawn Welham	Dawn Welham	Food Safety and Integrity Environmental Protection Health and Safety Housing and Communities Public Health and Protection
United States of America	National Environmental Association	www.neha.org	6618	David Dyjack	David Dyjack	Comprehensive Environmental Health Services
Scotland	Royal Environmental Health Institute of Scotland	www.rehis.com	605	Tom Bell.	Bernard Forteath, Colin Wallace Martin Keeley	Comprehensive Environmental Health Services
Netherlands	College van Keurmeesters (Het College)	www.hwtcollege.nl	115	Jan Homma	Jan Homma	Food Safety, integrity and fraud. Non-food product safety, plant health, animal health and welfare
France (but extending to other French speaking	Francophone Society of Environment and Health	www.sfse.org	160	Matthieu Bailly	Jean Simos	Comprehensive Environmental Health

countries)						
Singapore	Society of Environmental Health, Singapore	www.soc eh.org.sg	120	Hassan Bava John Gerizim	Hassan Bava John Gerizim	Food Hygiene and Safety, Vector Control and Air Pollution
New Zealand	New Zealand Institute of Environmental Health	www.nzie h.org.nz	307	Tanya Morrison Jason Rosenbrock		
Zimbabwe	Zimbabwe Environmental Health Practitioners Association	www.zeh pa.co.zw	600	Stephen Musarapasi Vuyisile Mathe	Stephen Musarapasi Vuyisile	Comprehensive Environmental Health
Canada	Canadian Institute of Public Health Inspectors	www.cip hi.ca	1758	Juli-Anna Kwok, Ryan Eng	John Cannan, ON President (Kari Engele-Carter- President	Comprehensive Environmental Health
Haiti	Haiti Institute of Health and Environment	www.hih ehaiti.com	75	HIHE Secretariat Jean-Claude Dorsainvil, Executive Director	Jean-Claude Dorsainvil Farah Cina Josper Junior Joseph	Comprehensive Environmental Health

Uganda	Environmental Health Workers Union of Uganda	www.ehwa.com	300	Mbaha Emmery Patrice	Mbaha Emmery Patrice. Atai Faith Katwere David Ssemwan ga	Comprehensive Environmental Health
South Africa	South African Institute of Environmental Health	www.saielh.co.za	750	Dirk Steyn David NemaKonde	Selva Mudaly Jerry Chaka David NemaKonde	Comprehensive Environmental Health
Cyprus	Association of Public Health Inspectors	None	150	Michalis Andreou Bruno Cvetkovic	Michalis Andreou	Food Safety and Environmental Health
Croatia	Croatian Chamber of Health Professionals	www.dsi.hkzr.hr	680		Bruno Cvetkovic Dario Brdaric Danijel Brkic	Comprehensive Environmental Health
Indonesia	Environmental Health Specialist Association	www.ehsaindonesia.org	50	Dr. Slamet Isworo Prof. Umar fahmi Achmadu	Dr. Slamet Isworo Prof. Umar fahmi	Environmental Health, Microbiology, Sanitation and Entomology

					Achmandu	
Denmark	Denmark Association of Environment and Nature Protection Officers	www.enina.dk Office mail: mail@enina.dk	2300	Henning Hansen HansPeter Birk Hansen	Henning Hansen Jesper o. Christensen Ole W. Christensen	Environmental Protection and Environmental Health
Norway	Nettverk for miljorettet folkehelsearbeid (NEMFO)	www.nemfo.no	180	Randi Helland Stratveit	Randi Helland Stratveit	Health Promotion and Preventative Environmental work at local and national level
Bosnia and Herzegovina	Association for Sanitary Engineering in Bosnia and Herzegovina	www.sanitarac.pro	60	Daniel Maestro	Daniel Maestro	Food safety, water quality, public health
Korea	Korean Society of Environmental Health	www.kseh.org	180			Environmental Health
Spain	Sociedad Espanola de Sanidad Ambiental - SESA	www.sanidadambiental.com	373	Ricardo Iglesias	Isabel Martin Ricardo Iglesias	Approach to environmental risks that affect people's health
Finland	KYTHY – Kunnallinen ymparisto- ja terveydenhoidon yhdistys ry	None	220	Tarja Hartikainen	Tarja Hartikainen Teemu Holmen	Food safety, water safety, housing conditions, indoor air and animal health
Jamaica	Jamaican Association of Public Health		350	Henroy Scarlett Ms Karen	Same as contacts	Full package of Environmental Health Services

	Inspectors (JAPHI)			Brown Rowan Stephens		
Malta	Malta Environmental Health Officers Association	None	60	Jean-Paul Micallef Scicluna	Tony Sammut Jean-Paul Micallef Scicluna	Food Safety, Environmental Safety, Water quality, HACCP Audits, Rapid Alerts, Sampling programmes, Tobacco Control, Food Establishment Licencing
Portugal	Portuguese Society of Environmental Health	WWW.SP SA.PT	We are doing a survey	Susana Paixao	Susana Paixao	Comprehensive Environmental Health
Zambia	Zambia Institute of Environmental Health	None	350	Kennedy Chishimba Collins Siame Nthandose Mtonga Katete	Same as contact	Comprehensive Environmental Health
Australia	Environmental Health Australia	www.eh.org.au	1053	Phillip Swain	Phillip Swain, Vic Andrich Andrew Mathieson	Comprehensive Environmental Health
Hong Kong	Hong Kong Public Health Inspector's Association	https://zh-hk.faebo.org.com/hkphia/	515	Tang Kwok Leung	Tang Kwok Leung	Food Safety, Environmental Health

Slovenia	Chamber of Sanitary Engineers of Slovenia	www.sanitarcs.si	192	Sara Tajnikar	Ales Krulec Sara Tajnikar	Public Health, Environmental Health Occupational Health
Malaysia	Malaysian Association of Environmental Health	https://maeh4u.org.my	450	TEE Eng ONG MEGAT AZMAN MEGAT MOKHTAR RUDIASWADY BIN ABDUL RAHIM	TEE Eng ONG MEGAT AZMAN MEGAT MOKHTAR	Food Safety, Disease Control, Occupational Health and Safety, Environmental Health Law Enforcement, Waste Management
Liberia	Liberia Association of Public Health Technicians (LAPHT)	None	200	George J. Woryonwon Amos F. Gborie J. Leahown Tokpah	George Woryonwon Amos F. Gborie Dehwehn Omarley Yeabah	Food Safety, Environmental Sanitation, Hygiene Promotion, Occupational Health and Safety, Vector Control, Healthcare Waste Management, Water Quality Surveillance
Ireland	Environmental Health Association of Ireland	ehai.ie	575	Adrian O'Sullivan Stephen Ryan Martin Fitzpatrick	Adrian O'Sullivan Stephen Ryan Martin Fitzpatrick	Comprehensive Environmental Health Services
Ethiopia	Ethiopian Environmental	www.eehpa.org	500	Dr. Alemayeh	Dr. Alemayeh	Water Sanitation and Hygiene (WASH),

	Health Professional Association			u Haddis Abelkasim Beshir	u Haddis, Dr. Embialle Mengistie Abelkasi m Beshir	Food Hygiene and safety, Environmental Protection and General Environmental Health Work
Germany			1716	Kati Gruenwald	Kati Gruenwald	Comprehensive Environmental Health

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