

The new IANPHI NPHI Framework

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Outline

- Why a new IANPHI Framework?
- Methods
- Results
- Next steps

Why a new IANPHI Framework?

The starting point

- IANPHI Framework dated 2007
- Includes
 - NPHI Definition
 - NPHI Core Attributes
 - NPHI Core Functions
 - Process for creating or enhancing an NPHI
- Objective
 - Provide a common conceptual basis and language for discussing NPHIs
- Targeting
 - Countries that are developing NPHIs: Use it to chose areas for focus
 - Established NPHIs: Use it to evaluate how well they are doing



Why a new IANPHI Framework?

The IANPHI Strategy 2021-25

[...] IANPHI's network will embark upon a **revision of the Framework's current core NPHI functions and attributes** [...]

Revising the Framework will involve **consultations with IANPHI members** as well as with the network's partners to ensure due consideration of other international frameworks and relevant **guiding documents** for achieving strengthened global public health capacity. IANPHI will **collaborate with WHO**, its regional offices and other global health actors on aligning the various essential public health operations and functions (EPHO/F) with the review of IANPHI's Framework.

Application of the essential public health functions

an integrated and comprehensive approach to public health



Methods

- 2024 Annual Meeting in Kigali - launched temporary sub-committee of the IANPHI EPHF Committee
- Selected a Drafting Group: Aamer Ikram, Bjørn Iversen, Ching Ying Kong, Angela Fehr, Inès Ferrer, Sadaf Lynes, Wen Qing Yeo
- 2024-2025 - held 10 meetings of the Drafting Group, 3 meetings of the Sub-Committee, organized a written membership consultation
- Connected with the Focal Point Network to integrate results of the NPHI profiles/EPHF survey
- September 2025 – presented final draft to EB

Methods: Definition of core, desirable, optional

	Level of NPHI Functions – IANPHI Recommendation
Level 1	Core functions of NPHIs are those Essential Public Health Functions, or sub-functions, in which NPHIs are, or shall be, in the lead . If there are several NPHIs in a country because EPHFs are distributed among different organizations at the national level, at least one of them should be recognized formally/officially as the lead for this function.
Level 2	Desirable functions of NPHIs are those Essential Public Health Functions, or sub-functions, for which NPHIs are recognized active collaborators . If there are several NPHIs in a country because EPHFs are distributed among different organizations at the national level, at least one of them should be recognized formally/officially as the lead for this function.
Level 3	Optional functions of NPHIs are those Essential Public Health Functions, or sub-functions, which an NPHI may cover or contribute to . If there are several NPHIs in a country because EPHFs are distributed among different organizations at the national level, at least one of them should be recognized formally/officially as the lead for this function.

It is important to note here that, in its list of EPHFs, WHO does not prioritize one function over the other, and neither does this Framework. The labels “core, desirable, optional” do not rank EPHFs by relevance, but only describe the recommended role which NPHIs shall play in an EPHF’s implementation, i.e. being in the lead, being an active collaborator or contributing to it.

The ranking is not a scheme to which all NPHIs shall adhere. The priority given to the EPHFs by individual NPHIs are determined by their mandate which in turn is shaped by the public health system in a given country. Each NPHI will therefore select, or be mandated, to implement functions as core, desirable or optional priority.

Methods: Operationalizing EPHFs into NPHI functions

The screenshot shows an Excel spreadsheet titled "EPHFs-For Framework.xlsx". The ribbon includes tabs for Datei, Start, Einfügen, Fabasoft eGov-Suite, Seitenlayout, Formeln, Daten, Überprüfen, Ansicht, Hilfe, Acrobat, and Was möchten Sie tun? The "Einfügen" tab is active, showing options for PivotTable, Empfohlene Tabelle, Bilder, Onlinebilder, Formen, Piktogramme, Add-Ins, Diagramme, Karten, PivotChart, 3D-Karte, Sparklines, Filter, Links, Text, and Symbole.

The spreadsheet content is as follows:

	A	B	C	D	E	F	G	H	I	J	K
1	EPHF 7: Health promotion	NPHI relevance	Wording for IANPHI Framework								
2	Promoting health and well-being as well as actions to address the wider determinants of health and inequity										
3	Subfunction 7.1: Designing, implementing and evaluating specific interventions or programs to promote health, including changes in behavior, lifestyle, practices, and the environmental and social conditions that promote health and reduce health inequities										
4	Subfunction 7.2: Taking and supporting action, with partners, to address wider determinants of both communicable and noncommunicable diseases through a whole-of-government, whole-of-society approach, including increasing individual and community participation in health-impacting decisions	Level 1 Level 2 Level 3									
5	Subfunction 7.3: Advocating, developing and monitoring legislation and policies aimed at promoting health and healthy behaviors and reducing inequities										
6	Subfunction 7.4: Undertaking evidence-based advocacy and health communication to promote healthy behaviors and socioecological environments and build community trust										
7											
8											
9											
10		Legend for Dropdown-List Column B	Level 1	IANPHI Recommendation Core functions of NPHIs are those Essential Public Health Functions, or related Sub-Functions, in which NPHIs are, or shall be, in the lead. If there are several NPHIs in a country because EPHFs are distributed among different organisations at the national level, at least one of them should be recognised formally / officially as the lead for this function.							
11			Level 2	Desirable functions of NPHIs are those Essential Public Health Functions, or related Sub-Functions, for which NPHIs are recognized active collaborators							
12			Level 3	Optional functions of NPHIs are those Essential Public Health Functions, or related Sub-Functions, which an NPHI may cover or contribute to.							
13											
14											
15											

The bottom of the spreadsheet shows a row of tabs labeled EPHF 1, EPHF 2, EPHF 3, EPHF 4, EPHF 5, EPHF 6, EPHF 7 (selected), EPHF 8, EPHF 9, EPHF 10, and EP ... (+). The status bar at the bottom indicates "Bereit" and a zoom level of 70%.

Results: Final draft of the new IANPHI Framework

(Acknowledgement / Abbreviations / Preface)

Part A – Framework for the Creation and Development of NPHIs

- I. What are National Public Health Institutes?
- II. What are Essential Public Health Functions?
- III. NPHI Attributes and NPHI Functions
- IV. From Essential Public Health Functions to NPHI Functions
- V. Method
- VI. Results
 - 1. Definition of NPHI functions
 - 2. NPHI Core, Desirable and Optional Functions
- VII. Summary

Part B – Workbook NPHI Creation and Development

- I. Introduction
- II. Roadmaps

Part C - Annexes – [work in progress](#)

Annex 1: Annotated list of IANPHI tools and training resources

Annex 2: Investment case for NPHI creation and development

Results: Operationalizing EPHFs into NPHI functions

NPHI core functions (8)

- Monitoring and surveillance of population health status, risk, protective and promotive factors, threats to health, and health system performance and service utilization. (EPHF 1 Public health surveillance and monitoring)
- Managing public health emergencies for international and national health security; management of health risks and health hazards. (EPHF 2 Public health emergency management)
- Setting-up and organising the public health network required for its works, provide an adequate coordination and leadership (EPHF 3 Public health stewardship)
- Protecting populations against health threats from communicable and noncommunicable diseases, including mental health conditions and, additionally, depending on the institutional mandate, environmental and occupational hazards and food insecurity, and chemical and radiation hazards. (EPHF 5 Health protection)
- Prevention and early detection of communicable and noncommunicable diseases, including mental health conditions and injuries. (EPHF 6 Disease prevention and early detection)
- Providing knowledge and expertise for evidence-based promotion of health and well-being as well as for actions to address the wider determinants of health and inequity. (EPHF 7 Health promotion)
- Contributing to the development and maintenance of an adequate and competent core group of public health personnel (EPHF 9 Public health workforce development)
- Advancing public health research and knowledge development. (EPHF 11 Public health research, evaluation and knowledge)

NPHI desirable and optional functions (4)

- Providing evidence which supports the effective and efficient health systems and multisectoral planning, financing and management for public health. (EPHF 4 Multi-sectoral planning, financing and management for public health)
- Strengthening community engagement, participation and social mobilization for health and well-being. (EPHF 8 Community engagement and social participation)
- Providing knowledge and evidence aimed at improving appropriateness, quality and equity in provision of and access to health services. (EPHF 10 Health service quality and equity)
- Within the scope of their responsibilities, cover or contribute to promoting equitable access to and rational use of safe, effective and quality-assured health products, supplies, equipment and technologies. (EPHF 12 Access to and utilization of health products, supplies, equipment and technologies)

Results: Additional and cross-cutting functions

“Within the scope of their responsibilities, NPHIs may also contribute to the **development, production and or provision of health products** such as vaccines, pharmaceuticals and, very particularly, diagnostic kits.”

“Furthermore, providing knowledge and evidence to contribute to the **reduction of social, economic and environmental inequalities as determinants of health inequities** represents an important cross-cutting priority for NPHIs to consider within their mandates. To this end, and depending on their individual mandates, NPHIs may actively participate in the generation of policies or regulatory frameworks that seek to reduce inequities or inequalities in health. Equally, NPHIs shall recognize the importance of collaborative working to take a **One Health approach**.”

Results: Roadmap

Baseline	No NPHI exists to perform core, desirable or optional NPHI functions	An NPHI exists which performs a limited number of core, desirable, or optional NPHI functions or revitalization or renewal of an NPHI that also focuses on strengthening performance of existing performance	A distributed infrastructure of institutions exists which perform core, desirable and optional NPHI functions	
Objective	Create a new NPHI	Enhance an existing NPHI	Merge institutions into a single NPHI	Improve collaboration between institutions performing NPHI functions
Step 1 Advocacy				
Guiding questions	Who needs be involved? Who will be affected?			
Activity	Stakeholder mapping, analysis and engagement			
Tips & tricks	Organize an engagement sessions led by the Minister to reduce conflict and resistance			
IANPHI tools & resources	- Framework for the Creation and Development of NPHIs - Africa CDC: Framework for the Development of NPHIs in Africa - Stakeholder Engagement Planning Guide - Case studies: NPHI Creation Stories			
			A guide to establishing national public health institutes through mergers	
Additional tools, resources & methods				
Step 2 Assessment				
Guiding questions	- What is the current public health institutional landscape? Which institutions currently implement NPHI functions?			
		- Which functions does the NPHI currently cover? Does it cover the majority of core functions? - Which functions shall be added to the NPHI's portfolio?	Does the envisioned change involve reallocation of NPHI functions among public health institutions?	
Activity	- Carry out a performance assessment / gap analysis for national EPHF implementation or NPHI function implementation			
	Map and describe structures, mandates, activities and partners of institutions which perform NPHI functions	Map and describe current NPHI functions against the list of core/desirable/optional functions; identify and prioritize new functions, if possible starting with core functions	Map and describe structures, mandates, activities and partners of institutions which perform NPHI functions	
Tips & tricks	Plan for a multi-sectoral assessment. With the authority from the ministry of health, multi-sectoral discussion forums and interviews with senior leaders provide key insights, create a shared understanding, build common goals and begin relationship-building for interconnected partnerships. For estimation of resources required to establish the NPHI, engage with a peer NPHI organisation to provide a comparison. Areas to be cognisant of: comparators in terms of demographics covered, public health ecosystem and where public health workforce needs to be positioned (national, subnational) and current qualified workforce and academic programmes to provide the pipeline to build up capacities and capabilities required.			
IANPHI tools & resources	- Framework for the Creation and Development of NPHIs - Africa CDC: Framework for the Development of National Public Health Institutes in Africa - Code of Practice - Staged Development Tool - Best Practice Series (Legal mandates and governance for NPHIs; Establishing an NPHI Foundation; Building a business case for NPHI creation; Peer-to-peer visits)			
Additional tools, resources & methods	- Policy Delphi exercise - US CDC Improving Linkages between Public Health Functions and Organizations: A Framework for National B14Public Health Institutes			
Step 3 Implementation				
Guiding questions	- Can all action points from the assessment be implemented?			
Activity	- Prioritize action points for immediate / delayed / no implementation			
Tips & tricks	Consider enrolling support from a long-term consultant seconded from an NPHI peer institute ("twinning")			
IANPHI tools & resources	- Framework for the Creation and Development of NPHIs			
	Best Practice Series (Recruiting an NPHI Director)	Best Practice Series (NPHI staff retention)	Best Practice Series (NPHI staff retention) A guide to establishing national public health institutes through mergers	Best Practice Series (NPHI staff retention)
Additional tools, resources & methods	US CDC Improving Linkages between Public Health Functions and Organizations: A Framework for National Public Health Institutes			
Step 4 Evaluation				
Guiding questions	Does the new / enhanced / merged NPHI work well? If not, what difficulties exist?			Is there a tangible improvement in the implementation of NPHI functions as allocated to the different institutions?
Activity	- Carry out a performance assessment / gap analysis by NPHI function and attributes			
Tips & tricks				
IANPHI tools & resources	- Framework for the Creation and Development of NPHIs - Africa CDC: Framework for the Development of NPHIs in Africa - Peer-to-Peer Evaluation Tool - Code of Practice			
			A guide to establishing national public health institutes through mergers	
Additional tools & resources	US CDC Improving Linkages between Public Health Functions and Organizations: A Framework for National Public Health Institutes			

Next steps: Finalization, dissemination, training

- Language editing, layout
- Submission to General Assembly for approval
- Publication on IANPHI's (new) website
 - New communication manager to start at the Secretariat in November
- Dissemination / Training
 - Development of a training concept for the IANPHI toolbox, with the Framework and the Code of Practice at the core; revision of the Peer-to-Peer Evaluation Tool
 - Training expert to provide consultancy until the end of 2025

Next steps: Application

- Promote the application of the Framework to
 - Define focus areas for emerging NPHIs
 - Define priority areas to enhance existing NPHIs
 - Position NPHIs in national public health systems
 - Design and implement peer-to-peer collaboration (NPHI creation / development / assessment)
 - among European NPHIs / between NPHIs in Europe and other regions
 - Guide collaboration with partners, e.g. through definition of responsibilities
 - ...

Thank you - Questions & suggestions welcome!