



EPHA ACCOUNTABILITY REPORT

2021-2023

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Introduction

The backdrop

The European Public Health Alliance (EPHA), established in Belgium in 1993 as an international not-for-profit association, is recognised as the leading European advocacy public health NGO. With a [mission](#) to protect and improve public health in Europe, EPHA has grown into Europe's largest platform of civil society organisations working on health. EPHA is active in all policy areas that affect health, either directly via health policies, or across areas that have an impact on health, including the social, economic, environmental factors, but also political and commercial determinants of health.

[EPHA's Strategic Plan 2021-2025](#) introduced a critical shift to its approach, emphasising a stronger reliance on evidence and adopting a more dynamic and inventive advocacy strategy. It moved from running isolated campaigns to embracing broader, interconnected thematic Policy Clusters. This approach enhanced EPHA's flexibility in the ever-evolving policy landscape, improved its adaptability to the challenges in public health, and increased the value provided to its members and partners.

To realise this ambitious and holistic strategy, a complete modernisation of EPHA's operations was necessary. Implementing it required assembling a capable team to realise its potential, engaging members based on values to ensure credibility and diversity in European public health policy discussions, and securing robust funding and governance. The strategy also called for high-calibre advocacy, well-coordinated across different policy areas, strong networks and partnerships for collaborative positive change, and effective communications to educate, influence, and magnify its impact.

While these components have been part of EPHA's framework for years, they underwent a comprehensive evaluation to maximise their potential. Upon the appointment of Dr Milka Sokolović as Director General

in April 2021, a detailed plan was developed and executed to enhance and integrate these elements, with an aim to establish EPHA as a principal agent of change in public health policy, a leader in evidence-driven public health advocacy, and a central facilitator for multisectoral dialogue, highly sought after at various levels.

Why this report?

Accountability is vital for the success of any organisation, especially an association entrusted by its members to represent their views and interests in improving health for all.

Three years into the implementation of EPHA Strategy 2021-2025, and at the beginning of a conception of EPHA Strategy 2026-2030, this accountability report offers an overview of the internal work done to secure a successful implementation of the current, and a solid foundation for the upcoming strategic plan.

Following her commitments made to EPHA Board at the point of hiring, to EPHA staff and members at her "100 days in the office" address, and in line with the Organisational Development Strategy that EPHA Director General presented to EPHA Members at the AGA 2021, this report looks into the organisational improvements accomplished in 2021-2023 to ensure:

- A tightly knit, fit-for-purpose, functional team,
- A value-based membership,
- Watertight funding and governance,
- Top-notch advocacy, tightly coordinated across policy areas,
- Strong networks and partnerships,
- Outstanding communications.

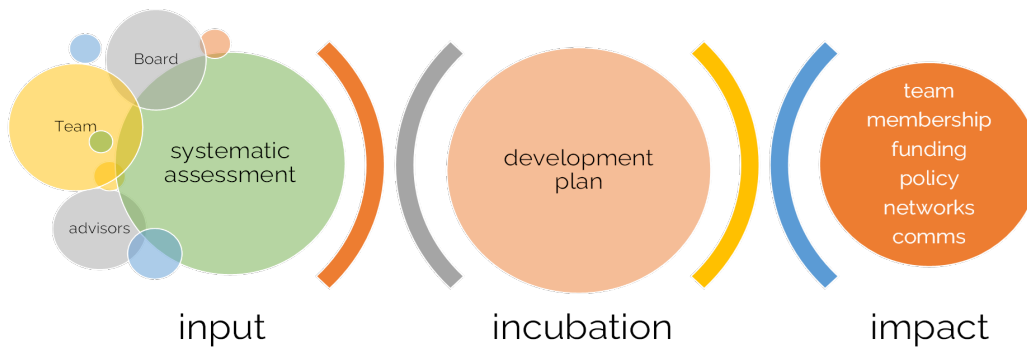


Figure 1: EPHA's Organisational development strategy as set in 2021 and implemented throughout 2022 and 2023. In 2024, the focus will be on monitoring and enhancing organisational performance.

Instead of an executive summary

The elements listed above had already existed in EPHA to various extents, but needed to be assessed for their fitness, robustness and effectiveness, and a plan was required on how to improve and combine them to deliver on EPHA Strategy 2021-2025. This was outlined in EPHA's Organisational Development Strategy (roughly illustrated in Figure 1), a clear-cut development plan developed in 2021 to secure that each of the critical aspects – the team, membership, funding, governance, policy, networks & partnerships, and communications – would deliver towards EPHA's objectives. The Organisational Development Strategy envisaged a set of sub-strategies, which specified development plans for EPHA team, membership, funding, policy & advocacy, communications, networks and partnerships. Each of them required the same set of actions (Figure 2), from assessing the status, over establishing goals and mapping opportunities, to evaluation and adjustment, and each of them requiring time, resources and expertise.

In 2021, the Team Development Strategy was the first to be rolled out and implemented. It was followed by a specific, detailed Membership Development Strategy, which together with the overall Organisational Development Strategy, was reviewed and approved by the Board, and presented at the General Assembly in December 2021. EPHA's short-, mid- and long-term Fundraising Strategy was also approved by the Board in 2021, and implemented in stages.

In 2022, EPHA's Organisational Development Strategy

got fully implemented. The work comprised two different, strongly related parts. For the internal work, which aimed at improving and securing EPHA's health and sustainability, focused on membership, funding, governance, and team development, strategies were already set in 2021. The outwards facing strategic development focused on policy & advocacy, networks & partnerships, and communications – all of which started by first outlining the sub-strategies, and then implementing them throughout the year.

In 2023, a full integration and coordination of EPHA's policy, networks and partnerships, and communications was achieved, as the next step in this strategic endeavour. In addition, cluster-specific Advocacy Strategies were co-developed with members for the period 2023-2025, aligned with the overarching EPHA Strategy 2021-2025.

These Strategies fed into the first-time ever combined Workplan 2024 for Policy and Organisation Development, which was finalised in Q3 of 2023, allowing for a smooth and timely submission of EPHA's successful Operating Grant proposal for 2024. Combining them with the organisational development sensu stricto, together with the introduction of advocacy coordination, has closed the circle of setting EPHA's organisational development on steady feet, securing value, efficiency, and impact that EPHA was after.

This strategic renewal of internal functioning throughout 2021-2023 has already borne fruit, as

evident from the highest ever annual budget in 2023 (212% compared to 2020), and the highest ever number of grants and projects conducted by EPHA (reaching 18 in 2023, 150% of that in 2020). The impact on the efficiency, however, only becomes clear when the team size, increased by 72%, is put against the 2.12-fold increased budget as a proxy of the volume of work, and especially in combination with the 45% lower budgetary contribution of admin and operations costs.

2024 will see EPHA closely monitoring its organisational performance: it will develop a systematic way to evaluate team’s efficacy, efficiency, and effectiveness, its ability to mobilise resources, as well as to evaluate the integration of EPHA’s policy, advocacy, membership, comms and fundraising. Together with monitoring EPHA’s policy and advocacy efficiency, this will allow assessment of EPHA’s progress towards fulfilling its mission.

THE PRINCIPAL TAKEAWAYS

EPHA’s strategic renewal and organisational development 2021-2023 has lead to:

- The highest ever annual budget in 2023 (212% compared to 2020)
- The highest ever number of grants and projects in 2023 (150% of that in 2020)
- The largest ever team (172% of that in 2020)
- Massive renewed external recognition of EPHA (as a proxy for impact)

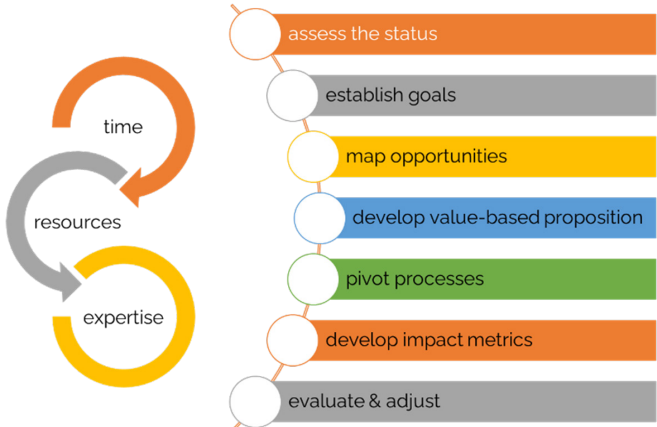


Figure 2: EPHA’s Organisational development strategy is a set of strategies, each with the same set of actions, from assessing the status, over establishing goals and mapping opportunities, to evaluation and adjustment, and each of them requiring time, resources and expertise

Organisational Development

Membership

Among its broad and versatile **membership** (Figure 3), EPHA hosts European umbrella organisations, national and regional organisations, but also the smallest of local grass roots. Its members include organisations of (public) health professionals, researchers, educators, and patients, organisations focusing on specific diseases (like cardiovascular or cancer), or on specific health threats (like tobacco or alcohol), and, importantly, an array of organisations that represent vulnerable or marginalised population groups – including children, older people, people experiencing homelessness, Roma communities, people living with or affected by HIV, people who use drugs, and people who have experienced or are at risk of or gender-based violence.

With more than 20% discrepancy between them, the first thing in 2021 was to consolidate EPHA's unaligned internal membership lists. This identified a number of organisations that were not paying membership fees, nor have been in contact with EPHA for years. Those whose contact could still be identified were communicated with to explore their interest in EPHA membership. This comprehensive exercise has led to a substantial initial trimming of EPHA membership, but it also created an opportunity to update members' contact lists, which is now a regular part of the

membership maintenance work.

Key takeaways membership development

- In 2021, EPHA assessed its membership and membership management
- During 2021, membership recruitment was frozen until membership lists were consolidated and processes put in place
- During 2022 & 2023, 9 new members were recruited, and 4 members left EPHA

The analysis of EPHA membership that followed - including studying membership related documents, and conducting structured interviews with EPHA Board, team, and a sample of members - revealed a picture of a broad and versatile membership of EPHA, covering most of Europe, all of them value and passion driven. However, only a minor segment of membership, 10-15 members, were identified to be actively engaged across different fields of work.

The evaluation also showed that EPHA membership management was in need of an organised, systematic approach, including around processes (approval, admission, etc.), documents, rules, roles, and responsibilities. In early 2022, a membership satisfaction survey further revealed members experiences and expectations.

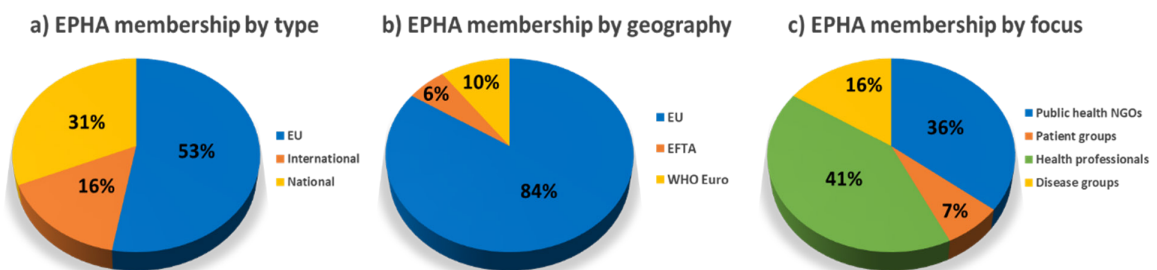


Figure 3: The distribution of EPHA's 70 strong membership in 2023 per a) type, b) geographic coverage, and c) focus

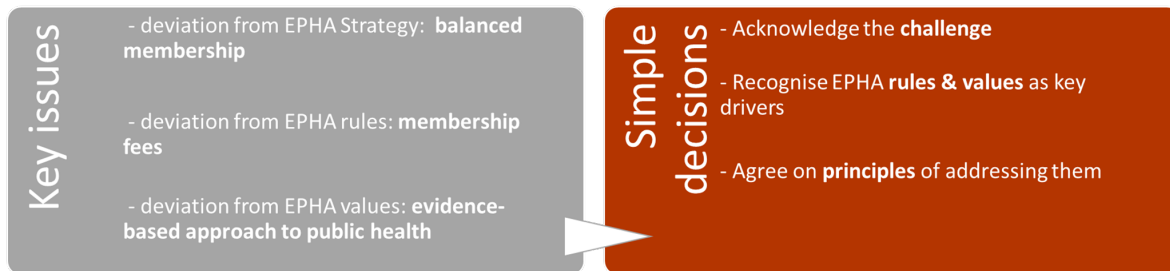


Figure 4: Membership Transformation Strategy was put in place by EPHA Board in 2023 to ensure balanced, value-based membership in line with EPHA Statutes and mission.

Based on these insights, a set of actions and measures have taken place since to facilitate and improve EPHA's work with members. They include:

- Development and implementation of a comprehensive, value-based membership development strategy (presented and approved by the Board and then General Assembly in 2021)
- Introduction of cluster-based work with EPHA membership
- Development of processes and documents to facilitate membership recruitment, maintenance and departure, including:
 - Membership information package
 - EPHA Membership - why, what & how?
 - Membership Benefits
 - EPHA Brochure
 - Membership Application Form
 - Induction process
 - Exit interviews

In 2021, EPHA's membership recruitment was frozen until the membership lists were consolidated and new processes established. In 2022 and 2023, nine new members were recruited, having found their mission and objectives in line with those of EPHA and having appreciated the benefits of membership - not least the possibilities to engage in joint policy and advocacy work. In the same period, four organisations had departed (two per year), mainly indicating their own current strategic priorities as diverging from those of EPHA's, while recognising EPHA's increasing public

health stance, with no exit interviews identifying members' dissatisfaction.

Following the update of EPHA governance documents in 2022 (more below) and with an aim to fully secure the value-based approach to EPHA membership, in April 2023 a membership transformation strategy was introduced (Figure 4).

It was followed by a review of EPHA members' annual financial reports, the first in a decade (possibly first ever), with an aim to make sure that EPHA membership fees are paid in line with the organisation's rules, and thereby secure a just an equal treatment of EPHA members. In 2024, there are still three members whose fees are not aligned with the fee band, and the Secretariat and the Board are actively working on solving this issue.

In the meantime, starting from the official launch of Health Equity as the first Policy Cluster in December 2021, membership engagement has been actively improved. In 2022 and 2023 alone, EPHA held 52 policy clusters meetings. In the period 2021-2023, EPHA has also held 47 interactive engaging workshops and capacity building events for its members and partners.

Membership engagement was further enhanced by the introduction of quarterly Politics and Advocacy Meetings (PAMs), which replaced the policy coordination meetings from the past, interrupted by the Covid pandemic. Seven PAMs were held since October 2022, attended by 15 members on average. Directors' meetings - the first held at the time of the development of its 2021-2025 Strategic plan - were now revived to discuss strategic issues as they arise. The

first such meeting was held in July 2022, when Policy Clusters were introduced to align the way ahead, and another in February 2024, to review and evaluate their functioning and charter the way ahead.

Key takeaways membership engagement

Since 2021, EPHA has held:

- **52** Policy Clusters meetings
- **47** workshops and capacity building events
- **7** PAM meetings
- **2** Directors' meetings

Funding

Fundraising strategy & funding diversification

In 2021, under the threat of vanishing of Operating Grants as a funding instrument of DG SANTE, a new funding strategy was developed with its short-term arm implemented already in the summer of 2021. In 2022, the mid- and long-term part of the funding strategy were rolled-out and successfully implemented.

In 2022, EPHA had already reached its objective to limit any single source of funding to no more than 30% of the overall annual budget (and preferably 25%),

securing thereby EPHA's viability in a volatile funding landscape. The diversification of funding achieved in 2022 is visualised in Figure 5, and the evolution of funding per category and the total income from 2020 to 2023 is shown in Figure 6.

In 2023, with the integration of organisational development strategies, the fundraising focus shifted to the cluster level, enabling EPHA to evaluate funding opportunities per Policy Cluster, and allowing timely, evidence-based organisational decisions.

All these systematic efforts have resulted in EPHA's healthy budget, which in 2023 was 2.6 M eur, 212% higher than that of the financial year of 2020 (Figure 6).

On top of it, since 2021, EPHA has been able to slowly start building its social reserves, which by 2023 have reached 122 K eur.

Concerns about funding and sustainability of EPHA however remain, and not only due to the volatile funding landscape (the recent redeployment of 1 billion euro from EU4Health programme as an illustration), or the challenges and shrinking space for civil society in general, and health civil society in particular.

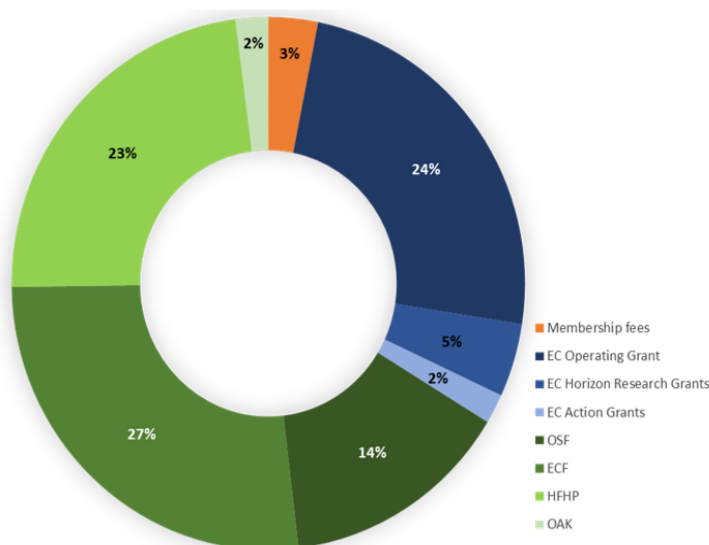


Figure 5: Funding diversification achieved in 2022, secured that EPHA's budget does not depend on any single source of funding by more than 30% (and preferably 25%)

Key takeaways EPHA funding

- Short-, mid- and long-term funding strategy was developed in 2021, and implemented 2021-2023
- Funding diversification was achieved in 2022, such that EPHA’s budget does not depend on any single source of funding by **more than 30 %**
- In 2023, EPHA budget was **2.1 fold higher** compared to 2020
- In 2021, EPHA started building its social reserves, reaching **122K eur by end 2023**

Financial management

To secure checks and balances, to be able to account for newly secured grants or unforeseen expenses, processes have been introduced since 2021 such that finances are followed and budget worked out in real time. The improvements include the introduction of, among others:

- budget scenarios and forecasting system,
- new format of budget overview, which facilitates monthly monitoring with visual alerts of under & overspending at the threshold of 10%,
- monthly checks of income, expenditure, cashflow and the expected year-end estimate, and their reconciliation with the budget approved by the GA,

- budget distribution per project and co-financing contribution oversight system,
- staff training in project budget development and supervision.

EPHA’s tight and thorough financial oversight (Figure 7) allows for decisions to be made and actions taken timely, and for errors or mismanagement noticed early and/or prevented.

The best illustration of the performance of EPHA’s financial management are the neat yearly reports of the external financial auditors (L&S), which, while offering advice on how EPHA can do even better, come with positive feedback year after year.

Projects & project management

Since 2021, the project proposal pipeline has been actively kept full, to secure balanced and diverse funding in the years to come, with a set of selection criteria applied to each proposal to ensure a tight fit to EPHA’s strategy and objectives, mitigating thereby the risk of taking an opportunistic approach to funding.

EPHA’s project pipeline in 2023 was healthy, counting 18 projects in total, 150% higher compared to 2020, with ongoing work (partly or fully) funded by major international foundations including the European Climate Foundation, Open Society Foundation, OAK Foundation, Clean Air Foundation, Wellcome Trust,

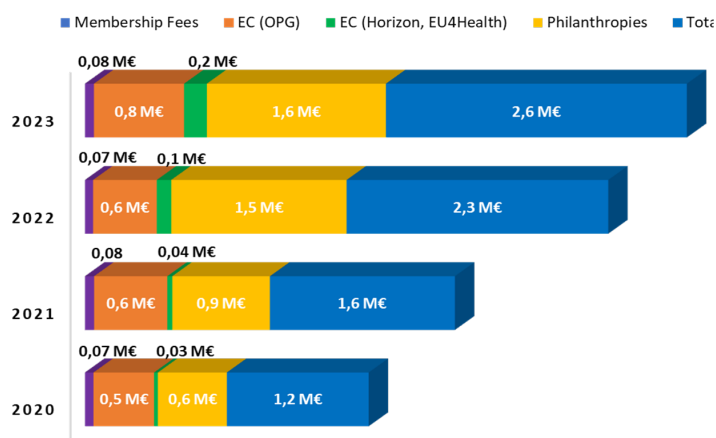


Figure 6: Budget evolution 2020-2023, per major budget categories, expressed in million euro (M€). In 2023, EPHA’s budget was 212% of that in the financial year of 2020.

European Commission (through Horizon Europe and EU4Health Action Grants), and other funders (e.g. University of Edinburgh).

Key takeaways EPHA Projects

- In 2023, EPHA's work was conducted across 18 different projects, **150% compared to 2020**
- EPHA's work is funded by the European Commission, through the EU4Health Programme, including Operating Grant, Action Grants and Horizon Europe research grants
- Foundations that supported EPHA's work in 2023 included European Climate Foundation, Open Society Foundation, OAK foundation, Clean Air Foundation, Wellcome Trust

To secure the healthy project pipeline, the following enablers have been developed and implemented in EPHA since 2021:

- Project management system that allows for real-time evaluation of progress and risks,
- A comprehensive workplan template that allows overview across all projects,
- Project Selection Strategy to ensure a fit to EPHA's strategy and objectives,
- Templates and materials for project proposals, including
 - Administrative information package needed for proposals
 - Project Budget Template
 - Learnings and best practice examples
 - Project overview documents, including Project Plan Template and Project charter template.

On top of documents and processes as enabling tools, EPHA team has received an extensive in house project management training, including on project proposal development and budget development. The training of 12h in total was built in three modules, enabling the participants to:

- Develop a project idea aligned with the organisation's strategy and values;

- Plan and manage budget, duration, and resources;
- Understand the drivers of project performance and recognise the challenges and pitfalls.

The training included "homework" exercises between sessions to practise what was learnt. At the end of the training, participants received a certificate. All three modules were rated as "useful or very useful" from everyone who attended. The overall training was rated the highest in being useful- 88.9 % "very much", 11.1 % "somewhat" (and 0% for the options "neutral" "not really" and "not at all") - followed by "interesting," "informative," and "empowering".

This team-broad training has led to the creation of three detailed proposals ready to apply for external funding.

Human capital

Since 2021, EPHA has been resolutely investing into highly qualified and skilled team, securing the best personnel and human capital to achieve its goals and objectives. With complementary strengths and competencies, shared values and culture, and centred around a compelling purpose and vision, the team of EPHA guarantees the impact on Public Health that the organisation strives for.

In three years, the team has grown from 11 staff (+interns) in 2020, to 19 staff (+ interns) in 2023. Despite limited internal resources, dedicated efforts in all areas of human capital management were made to support the fast growth, including ramping up recruitment capacity.

With the expansion, EPHA took special care of diversity and inclusion, paying attention to gender ethnic, racial and cultural inclusivity and balance. By the end of 2023, women were representing 75% of all staff, and 50% of senior staff, a significant shift compared to 2020, when women represented 55% of all staff, but were not represented among senior staff.

In terms of ethnic, racial and cultural diversity, 11 nationalities from across four continents were represented among the staff in 2023, with various

cultural backgrounds and interests.

Key takeaways human capital

- Team increased from 11 staff (+interns) in Dec. 2020 to **19 staff** (+ interns) in Dec. 2023
- In 2023, women represented **75% of all staff**, and **50% of senior management**, a solid shift from 55% of all staff and 0% of senior management in 2020
- In 2023, the team was comprised of **11 nationalities** from four continents

Team structure

In 2021, supported by EPHA Board, the Director General embarked on a comprehensive team restructuring. While it is never an easy feat, in this case, several specific requirements were to be met. First, with the shift from individual campaign to cluster-based approach of EPHA's strategy 2021-2025, the team needed to be able to answer the requirement for proactive collaboration within and across clusters (that were still to be formed), as well as an outstanding team cohesion. The new project-based funding model introduced by the new funding strategy (and imposed by the withdrawal of the operating grants in 2021) required a whole new team dynamics, and strong support from all "supportive" roles, as well as an introduction of a project-management approach to everything. On top of it, the volatility of the public health landscape - then still amidst the pandemic, while already entering the perma-crisis - required an agile and flexible organisation, capable of acting in both reactive and proactive manner. Finally, the Director General brought her own leadership style and her own expectations of team's performance.

Similarly to the approach to membership development, an evidence-based approach was taken in devising the Team Development Plan, which was presented to and approved by EPHA Board already in Q2 2021.

The first stage of the plan focused on a comprehensive evaluation, including an internal assessment (based

on structured interviews), and evaluations run by external experts, including team cohesion assessment; behavioural and cognitive assessment; potential indicator, to identify high potential employees to lead clusters or take horizontal leadership roles; and 360 feedback, to help the staff orientate around own competencies. It also involved seeking external legal advice from EPHA's Social Secretariat (SDWorx) on handling large scale team restructuring.

Building on the outcomes, the second stage of the team reorganisation was finalised by the Q4 of 2021 with clear (individual and team) development goals set, aiming at a result oriented, professional and respectful team, that shares values, recognises individual needs and differences, and supports each other. The new team of EPHA was presented to EPHA members at the AGA in December 2021.

Key takeaways team structure

- A comprehensive team assessment was undertaken in 2021
- Team organigrammes were introduced for an easier following of team developments
- During 2021, a team restructuring took place, and new team of EPHA presented to membership at the AGA in December
- In December 2021, a collective leadership model was introduced, and was in place for 18 months
- Roles & Responsibilities per seniority and for each team member individually were developed in 2022 and updated in 2023
- In May 2023, EPHA returned to the line-management leadership model

For a year and a half, from December 2021 until April 2023, a Collective Leadership model was in place in EPHA, with a flat hierarchy, and with Director General and five Senior Managers jointly forming the key internal decisions and co-leading the organisation. While motivation, co-ownership and a broad buy in of this model were palpable, it did not fully deliver on some of the key aspects of team management,

including on clarity of decision making process, thereby influencing efficiency of the team.

Based on the team’s feedback on communication, transparency and clarity in decision making during the 2022 appraisals (held in January 2023), a return to the Line Management team structure was presented to EPHA Board in April, and then introduced in May 2023. This allowed for a clearer reporting and responsibility line, for a more systematic information flow through weekly one-to-one progress updates, and a more efficient information cascade between Board, Exec Team, Senior Team and the rest of the staff.

In parallel, a feedback space was proactively created for the team to have open discussions in plenary (during team meetings); offer feedback in regular individual discussions; offer feedback at mid-year and end-year appraisals and, within the latter, offer anonymous 360 feedback. This new structure with a strong commitment to improving communication and increasing clarity and transparency in decision making has been highly appreciated by the team, as indicated in the 2023 annual appraisals.

Career progression

Upon the DG’s appointment in Q2 2021, and due to the lack of almost any internal HR documents & processes, EPHA Team was “flying the plane while building it”. This caused some of the initial HR decisions during team restructuring to be made with a less procedural approach. All were, nevertheless, made in consultation with the Board, and executed with solid justification, in line with EPHA’s strategic objectives, Belgian labour law, and the team’s needs.

The capacity to deliver focused work on human capital was increased by hiring EPHA’s Senior Talent and Capacity Development Manager in Q3 2021, with whom the processes started to be put in place. While some processes, like the Induction Programme, or Internship Programme, took priority by their mere urgency and were established in 2022, others took longer to create. The majority of those relevant to

Key takeaways career progression

- Appraisal system, including anonymous 360 feedback, was developed and implemented in 2022, and finetuned in 2023
- Salary scaled were updated and salary matrix developed, reflecting on qualifications and experience at the entry point in EPHA
- Performance based career progression system was introduced
- Salary benchmarking was conducted in 2023, with an ambition to create conditions to not only attract, but also maintain the talent

career progression were developed and introduced in 2023.

Building on the Performance Appraisal process (developed in 2022; more below), on the Roles & Responsibilities per seniority, and for each team member individually (developed in 2022 and updated in 2023), and on the Salary Benchmarking (conducted in 2023; more below), the end of 2023 has seen EPHA outlining team’s Career Progression policy and updating salary ranges to ensure increased consistency within the team. A comprehensive document summarising the appraisal process, team structure, roles and responsibility per seniority, career progression policy, and salary matrix was shared with the team in December 2023.



Figure 7: EPHA’s financial management checks & balances.

Salary Ranges were based on the ones that existed in EPHA prior to 2021, adjusted only by legal indexation, and broadened at the high-end of the spectrum (to encompass the DG's salary, as agreed at the moment of hiring). A Salary Matrix was then laid out, with additional elements brought in in the form of qualifications per seniority (as an indication rather than a requirement), and the duration of relevant experience to help determine the entry salary level.

With an ambition to turn EPHA into an NGO able not only attract but also to maintain talent, the salary benchmarking was conducted with 16 other Brussels NGO in the summer of 2023. Pending funding and Board's approval, the plan for 2024 is to develop a three-year trajectory for salary adjustments, such to deliver on this ambition.

Performance appraisal

At the time of appointment of Director General in April 2021, there was no appraisal system in place in EPHA. EPHA Annual Appraisal process was developed and piloted for the calendar year of 2022, and then fine-tuned in 2023.

The methodology for evaluating the Team of EPHA follows the same comprehensive approach across all levels of the Team, ensuring consistency and fairness in performance assessments. The three-part evaluation process includes:

1. **Self-Assessment:** Each Team member independently completes a detailed appraisal form, reflecting on their achievements, challenges, areas for growth, and satisfaction with working at EPHA over the past year.
2. **360-Degree Feedback:** An anonymous 360-degree feedback survey is conducted, gathering insights from peers, subordinates, and superiors. This feedback is a synthesized, anonymised report, highlighting strengths and areas for improvement in nine key performance areas and team competencies.
3. **Appraisal Meeting:** The final step of the evaluation

process is an appraisal meeting, attended by the Executive Team, and facilitated by an external expert. Each member begins by reviewing their self-assessment and the insights from the 360-degree feedback. This session fosters an open dialogue, allowing for mutual feedback, recognition of contributions, and discussion on areas for improvement. The meeting concludes with a review and adjustment of objectives for the upcoming year, aligning them with EPHA's strategic workplan, and ensuring they are challenging yet attainable, to motivate and drive performance.

This structured evaluation process highlights EPHA's commitment to transparency, continuous improvement, and excellence in leadership and organisational development. It reflects EPHA's dedication to not only achieving strategic objectives, but also fostering a culture of feedback and professional growth among the team.

The specificity of the appraisal of Director General lays in the fact that in addition to undergoing the standard evaluation process like the rest of the team, her appraisal comprises a stage in which her appraisal files are shared with EPHA President, and then discussed in a meeting during which reflections are shared and feedback offered.

Key takeaways performance appraisal

EPHA's annual appraisal consists of:

- Self-Assessment
- An anonymous 360-degree feedback
- Appraisal Meeting
- Mid-year touch base

Team development & training programmes

A number of comprehensive programmes to support the team and individual professional development has been introduced in EPHA since 2021, including:

Internship programme: building on its long-standing history in providing traineeship for young

professionals considering a career in public health, since 2022 EPHA has introduced a comprehensive traineeship programme, which allows new trainees to be introduced at the same time and share experiences along the way. The twice-yearly system of hiring allows EPHA to manage this process efficiently through a synchronised onboarding process.

Induction Programme: EPHA has developed a comprehensive induction programme for all its new staff members to ensure effective integration into the organisation. Tailored to each individual based on the respective role they join, this programme facilitates a smooth transition into EPHA's dynamic work environment and culture. This induction occurs with each new hire, promoting rapid adaptation and immediate involvement. This method not only streamlines the onboarding process, but also enables new staff to quickly become integral, productive members of the team.

Training Programme in EPHA is developed and updated on an annual basis based on staff needs (as identified in the appraisals). This proactive approach ensures that the training content remains relevant and effectively addresses the professional development requirements of the team. By tailoring training initiatives to meet specific needs, EPHA empowers its staff with the skills and knowledge necessary to excel in their roles.

In 2022 and 2023, EPHA has organised 16 different trainings for all its staff, and several individual trainings were offered.

Buddy programme: Since 2023, EPHA has introduced a Buddy Programme to further support interns and new staff members. In this initiative, newcomers are randomly paired with existing staff members, fostering an environment of mentorship and camaraderie. This pairing is designed to encourage the development of bond and a supportive network within the organisation. The programme helps new interns or staff navigate the workplace culture and provides them with a go-to person for guidance and assistance, enhancing their overall experience and integration into the EPHA team.

Key takeaways team & professional development

EPHA's comprehensive team support & development programmes have been developed and implemented, including:

- Internship programme
- Induction Programme
- Training Programme
- Buddy programme

In 2022 & 2023 alone, EPHA offered **16 trainings** to all staff, and several individual trainings.

Psychosocial safety & wellbeing

A consequence of the large changes to EPHA's work and the intensity of the context of its operations is that the staff of EPHA has faced pressures at the team and individual levels. Dedicated support from the ombuds-body, the health & safety officer, the external support (including psychosocial risk experts and the occupational physicians) has assisted managers and individual personnel in dealing with issues. Efforts continue to provide all colleagues with tools that support their health and wellbeing.

Psychosocial support

In Q3 2023, and following the Values Teambuilding Day, The Valuable 5 (V5), a team of five junior-to-mid managers was established to help the team live its shared values, take care of team cohesion, and support the team in working together in a well-organised, efficient, creative, productive – and fun – manner.

The V5 also takes on the role of the “person in confidence” as required by Belgian law. This role, both in their individual and collective capacity, helps to create a safe space in which colleagues feel comfortable to share their concerns in confidence. It includes holding regular (quarterly and ad hoc) team meetings to reflect on EPHA values, including compliance, space for improvement and the development and implementation of procedures in case of violations; identifying needs and areas to improve the team culture, organising training to promote a comfortable working culture accordingly (e.g. team building,

training, difficult conversations, etc.) and providing the organisational structure and space for colleagues to develop and flourish according to the team's values. V5's role is also to facilitate the team's wellbeing, including receiving and acting on complaints (incl. anonymous); this is described in the (annexes to) their contracts.

An illustrative example of EPHA's commitment to psychosocial safety and wellbeing is the 'Values Teambuilding Day' held in September 2023. The day was organised and driven by a diverse group of junior-to-mid managers who set the objectives to 1) define the common EPHA values, and 2) to come out with a collective commitment and process to live these values. The concrete outputs complementing each other created a basis for a formal EPHA Team Constitution as established in September 2023 and signed by all team members. The constitution describing the values, process and commitment to annual review by every 12th of October. A more artistic, visual representation of EPHA's values was developed in parallel, and is prominently placed in EPHA's kitchen.

A Health & Safety Officer was trained in 2023 to offer further support to team's wellbeing.

The team is further encouraged to reach out for external psychosocial support offered by Mensura. A team satisfaction workshop with external psychosocial experts is scheduled 2024.

Key takeaways psychosocial safety

Team's psychosocial safety and wellbeing are actively facilitated by:

- the Valuable 5 ombuds-body established in 2023
- health and safety officer trained in 2023
- external psychosocial support (Mensura)

Team culture and cohesion

Since 2021, a whole range of measures has been put in place to build and support team culture and cohesion- from a lively WhatsApp group to exchange on cultural or sport events (and share pet photos), over casual

team bonding events, like a Christmas (food) special, to the regular, structured team building exercises that focus on a specific area of development. The notable team building in September 2023, with EPHA Team Constitution as an outcome, was mentioned above.

While flexible and remote working is part of today's reality, weekly in-office day has been established in EPHA, and the entire team is encouraged to be regularly physically present in the office on Tuesdays, when the team meetings take place. During team meetings, a "no screen, just eyes" (and pen and paper) approach is introduced, to encourage focusing on the discussion at hand, and reduce digital distractions.

Key takeaways team culture & cohesion

EPHA's team culture is reflected in the team values jointly identified and enshrined in EPHA Team Constitution established in 2023

Team cohesion is actively facilitated through team building exercises, team bonding moments, weekly in-office day, "no screen, just eyes" team meetings

Communications

The impact of EPHA's work is maximised through its communication and dissemination activities defined by several key facets and processes, detailed in EPHA's overarching Communication Strategy developed in 2022, and updated annually. Its crucial elements include planning, clear processes for an efficient policy-communication, collaboration, and in-house (digital) communication capacity and expertise, which together ensure that the respective target audiences are reached using the appropriate and tailored messaging and formats, and most effective dissemination channels. Effectively, this means that Comms colleagues are involved at the very beginning of any – big or small – project, to integrate their expertise and ensure timely and effective dissemination.

In late 2021, EPHA's digital communication channels were assessed for effectiveness, and decision was made to focus on channels that offered the highest return on investment (and those with lower performance

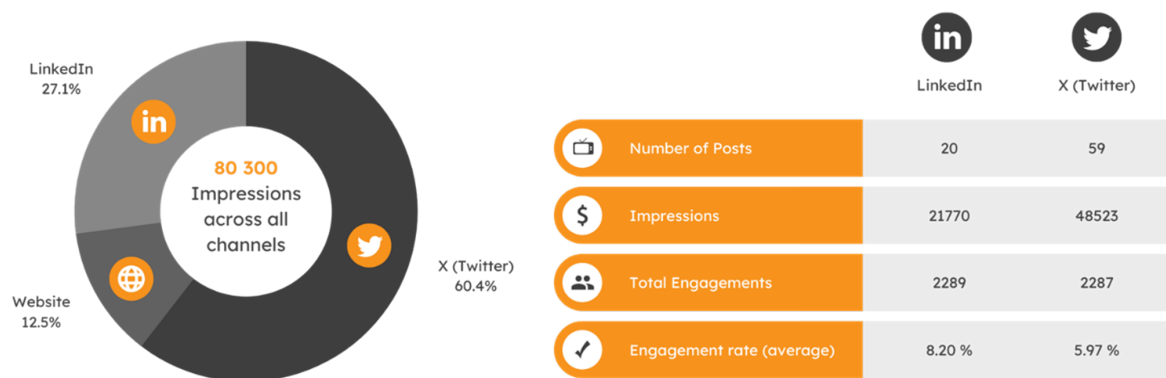


Figure 8: In addition to 275 people attending EPHA’s “Empower Health” onsite and online, its messages have reached another 80 000 people across EPHA’s digital communication channels.

for EPHA, e.g. Facebook, were left dormant). A plan was devised to improve performance of EPHA’s most impactful digital communication channels – its website, and the two social media platforms, LinkedIn and X (ex-Twitter).

In 2022, the works started on improving EPHA website, which by 2023 ended up being fully refurbished. Focused improvements were made to EPHA’s social media approach, which included posts reduced in number, but better tailored for different audiences.

In addition to the measurable externally visible improvements, internal communication was brought to a whole new level, so that it functions in support of the EPHA brand and the entirety of its activities. Equally, colleagues working in the communication team are no longer seen as service(wo)men, but as an integral and critical part of EPHA’s work and impact.

Every event that requires a communication support is taken as a project, with timeline, deliverables and key performance indicators, and with clear roles for each policy and comms team member. The best illustration for the impact of this change is the planning, organisation and the eventual outreach of EPHA’s “Empower Health” conference, celebrating organisation’s 30th anniversary in September 2023. In addition to its 140-large onsite audience, and almost as many online participants (135), the messages from key public health opinion leaders sent out from the

conference, have reached another 80 000+ people across EPHA’s digital channels (Figure 8).

To support this development, EPHA’s Comms team had grown from one employee in early 2021, to four staff members by the end of 2023. On the other hand, following numerous in house comms trainings since 2021, including social media, database and website use, every team member of EPHA has become part of its comms force, raising further EPHA’s digital communication profile. Staff is also encouraged to use own (professional) social media accounts to amplify EPHA messages.

More capacity building workshops - to increase staff and member knowledge of public health advocacy within the European Parliamentary election campaign, and to ensure that EPHA has a united voice - are foreseen in 2024.

Furthermore, EPHA comms strategy has been revisited in early 2024, developing a tailored comms approach to amplify the advocacy efforts in each policy cluster. It is now being tested on the Health Equity cluster, before being implemented across all clusters.

Key takeaways communications

- EPHA's Communication Strategy was developed in Q1 2022, and is annually updated
- Since 2021, communication has become integral to every aspect of work, amplifying EPHA's advocacy, and supporting organisational development, through tailored comms with members, partners and funders, as well as contributing to team culture and cohesion
- EPHA Comms team has grown from one in 2021 to four by the end of 2023
- In 2023, EPHA website was fully refurbished and its approach to social media adjusted to increase efficiency and impact

Operations

HR, office & admin

Despite limited resources, since 2021 EPHA has developed a number of documents to streamline its office & admin work. In the areas of HR, this includes on- and off-boarding documents, like: Employee Arrival Checklist, Welcome to EPHA guide, Employee Departure checklist, or annual Gantt charts with contract duration.

EPHA Working Rules were updated to align with the Belgian Labour Law and reflect the new ways in the organisation, incorporating a Code of Conduct on Conflict of Interest, and Code of Conduct on EPHA Team Values. After team consultations, working rules are currently being finalised.

EPHA's contact database (CiviCRM) has been thoroughly reviewed and updated and the entire team trained in using it. EPHA's suppliers lists have been reviewed and updated.

A number of internal processes and policies were introduced, including Climate Conscious Travel Policy, Remote Working Policy, etc. EPHA has introduced a high level of flexibility, demonstrated through the possibility for remote working and working from abroad, both in line with Belgian labour law.

Key takeaways HR, office & admin

Since 2021, EPHA has:

- Introduced internal processes and policies, including Climate Conscious Travel Policy, Remote Working Policy
- Developed on- & off-boarding documents, including Arrival & Departure checklist, Welcome to EPHA guide, Contract Gantt charts
- Updated Working Rules
- Reviewed and updated its contact database and supplier lists

IT

One of the first steps towards securing organisational functionality in 2021 was the assessment and rehaul of the entire IT environment, with an aim to expedite productivity, collaboration, and knowledge exchange.

Since then:

- EPHA's work got transitioned from Google to MS Office 365 Suite,
- Safe data storage was secured with regular backups,
- New WiFi and telephony replaced the previous unstable connections,
- Printer / scanner / photocopier was replaced with a newer and less expensive machine,
- Audio-visual system in the conference room was replaced,
- Laptops were purchased to secure the right working conditions for the team, making it more mobile and better functional in the distance-working world,
- Plug-'n-work working stations, consisting of a monitor, keyboard and mouse, were introduced at each desk.

Workspace

Open space revisited

In 2023, EPHA's office space was rearranged – at no cost, but with a lot of hard work and creativity – to allow for a better use of space and better working conditions. In doing so:

- The open space was given a new fresh layout,
- Non-fixed working stations were created, and are occupied on first come first served bases,
- Some stations were equipped by double monitors for staff whose work requires more intense graphic or data work,
- A quiet room was created, for staff to join calls or to work without distractions,
- A bright audio recording space was established in what used to be a cluttered storage room.

Key takeaways working conditions

Since 2021, EPHA has:

- Rehailed its IT environment
- Rearranged its entire office, creating a more spacious open space with standing desks, and introducing quiet room & recording room
- Improved ergonomic conditions of each working station
- Improved air quality by installing CO2 monitors and installing air purifiers in shared spaces
- Introduced a plant-based catering policy, and no-alcohol policy at EPHA events

Ergonomics, health, safety & comfort

A whole set of measures was taken to secure more ergonomic and healthy working conditions (a non-exhaustive list):

- Standing desks and walking meetings were introduced to encourage more active approach to daily office work, and to reduce the impact of

sedentarism on health,

- New monitors replaced the old ones in an effort to reduce the impact of long screen hours on staff's eyesight,
- Monitor heighteners were introduced to support the ergonomic requirements of the working stations, together with an ergonomic advice for the team on the set up of the working stations
- New keyboard & mouse introduced at every working stations with the same objective,
- Plant-based catering has been introduced at all EPHA events to guarantee healthy and sustainable food options, which EPHA also stands for in its policy and advocacy work,
- Similarly, no-alcohol-at-EPHA has been introduced unofficially but practically,
- Blankets are provided to make the winter days more comfortable,
- Spring cleaning of the entire office space was performed in a joint effort to declutter and create cleaner and brighter space; surplus of office furniture and stationary materials was given to charity;
- CO2 monitors were installed and air purifiers were introduced in the shared working spaces to ensure better air quality and reduce the risk of respiratory disease,
- Covid tests, masks and disinfectants are available to the team at all times,
- (More) Plants were brought to the office,
- A new fridge secured a more hygienic food storage and allowing staff to bring their frozen food products,
- New garbage sorting system was introduced.

Risk management

EPHA has introduced and implemented a robust risk management system to ensure the effective identification, assessment, and mitigation of potential risks. This process involves a critical analysis of potential risks, and ranking them according to their likelihood and potential impact. Through

this structured approach, EPHA ensures that comprehensive mitigation measures are in place to address these risks. Notably, this risk assessment is not static; it is revisited annually to adapt to changing circumstances and to integrate new insights. This ensures that EPHA remains proactive and responsive to challenges, thereby safeguarding the organisation's integrity and the effectiveness of its activities.

Ethics

EPHA's activities adhere to national and European laws and uphold fundamental ethical principles, reflecting EPHA's mission, vision, and core values. EPHA's key commitments include:

Avoiding conflicts of interest: EPHA strives to prevent conflicts of interest across the ecosystem, particularly those involving EPHA members and potential donors. EPHA's governance protocols, enshrined in the Statutes and Internal rules approved in December 2022 and recognised by Belgian Royal Decree in 2023, include consulting the Leadership on new funding opportunities and adhering to EPHA's Ethical Fundraising Guidelines.

Ensuring diversity and non-discrimination: Aligned with the strategy, EPHA emphasises inclusive participation in EU public health policy development, particularly by under-represented groups. EPHA's operations incorporate these principles through diverse membership involvement, promoting awareness of inclusion benefits, and embedding these values in EPHA's culture and policies.

Key takeaways ethics

EPHA's key ethical commitments include:

- Avoiding conflicts of interest
- Ensuring diversity and non-discrimination
- Complying with data protection requirements
- Supporting human rights and EU values

Complying with data protection requirements: EPHA commits to the protection of personal data as mandated by the EU GDPR. Personal data collected are processed solely by EPHA, adhering to strict security measures and privacy protocols, including immediate notification to the Belgium Data Protection Authority in case of data breaches.

Supporting human rights and EU values: EPHA supports the core values of EU fundamental rights in line with Article 2 TEU and the EU Charter of Fundamental Rights. EPHA's diverse membership holds the organisation accountable on its own respect for these core values, and EPHA takes steps to ensure these values are reflected in all its activities, including the internal working structure, recruitment practices, staff rules and regulations, and relationships with other entities.

Governance

Governance *sensu stricto*

In 2021, EPHA started its Governance Review project by establishing a governance review taskforce composed of members of the Board and Secretariat, by identifying needs and targets, and by commissioning a legal firm to lead through the alignment with Belgian law.

In 2022, a massive work was done to update EPHA's Statutes and Internal Rules so that they are aligned with the Belgian Companies and Associations Code. This update further allowed for a modernisation of EPHA by modifying, among others, the purpose and activities of the Association, the rules concerning the General Assembly and the Management Board, and by deletion of the redundant categories of members. A new text of Internal Rules was adopted, in accordance with the new text of Statutes.

In 2023, this work was finalised by limiting the number of terms of Board members in the Statutes. In parallel the Internal Rules were tidied up to ensure a full alignment with the Statutes, and to complete the modernisation of EPHA's governance, by ensuring regular renewal and diversity of the Board.

In addition, EPHA external facing policies were developed in 2023, including the data privacy statement, transparency statement, and website terms and conditions. These updates, along with statutes and internal rules, signified the completion of the governance review project initiated in 2021.

In terms of management of EPHA's governance bodies, processes have been put in place to streamline the work and reduce cost, including:

- Improving management of Board meetings (including e.g. introducing slides to facilitate discussion, defining timeline for circulating board documents, developing criteria for proposing agenda points, simplifying format of meeting minutes etc);

- Development of the Annual General Assembly Process;
- Introduction of the in-house digital voting system.

Key takeaways governance

EPHA Statutes & Internal Rules were updated in 2022, and further finetuned in 2023

External facing policies of EPHA, including the data privacy statement, transparency statement, and website terms and conditions were developed in 2023

Management of governance bodies has been improved through internal documents and processes

Policy & advocacy processes

Policy cluster advocacy strategies

While steadily growing since 2021, in terms of size, recognition, and impact, and further developing EPHA's seven Policy Clusters with the members in 2022 and 2023, a clear need for increasing efficiency and focus became apparent. Becoming increasingly relevant in the public health domain has come with a higher number of opportunities for collaboration, funding, and advocacy, but has also led to becoming more reactive than proactive. Thus, in order to both measure EPHA's impact and be more focussed while remaining agile – which in reality means to provide guidance to EPHA colleagues on when to say 'yes' and when to say 'no', recognising EPHA's limited resources – there was a need for a plan. Seven plans, to be more exact.

So, Policy Cluster specific Advocacy Strategies were co-developed with members, for the period 2023-2025 aligned with the overarching EPHA Strategy 2021-2025, under the leadership of EPHA's Head of Policy.

Members' Cluster meetings formed the first step to identify and prioritise advocacy and funding targets per Cluster, to which then concrete outputs, quantitative impact indicators, and timelines were associated.

These Strategies fed into the first-time ever combined Workplan 2024 for Policy and Organisation Development, which was finalised in Q3 2023. Both the process of developing the workplan and the data included within, has been aligned with Commission's Operating Grant proposal process, which has allowed for a smooth and timely submission of EPHA's successful proposal for 2024, with an evaluation score 97/100. The submission on 20 Dec 2023, 42 days before the deadline, enabled EPHA to have all 12 months of its work under Operating Grant 2024 covered.

Developing, introducing and evaluating a progress monitoring process for this newly developed workplan is pending, and part of EPHA's OPG for 2024.

Key takeaways policy & advocacy processes

- Cluster-based approach to policy and advocacy were introduced in line with EPHA strategy 2021-2025
- Advocacy strategies 2023-2025 were developed per policy area
- Approval procedure and documents were developed, including
 - Sign-off Procedure Process
 - Approval Tracker
 - Policy outputs classification
- Quantitative measures were introduced to evaluate policy & advocacy impact

Approval procedure

A thorough process for the review and sign-off of content is essential to ensure that whatever EPHA produces, signs or endorses is in line with EPHA's vision, mission and values, and the position of EPHA's membership. This entails that the content is reviewed by the team member in charge of the policy and at least one additional (senior) person in the team to check for

(scientific) accuracy, potential sensitivities, and overall quality of the output. Moreover, individual approval requests are being logged in EPHA's Approval Tracker that allows for reviewing the process, the persons involved, and decisions made at a later stage if that is required.

With a shrinking civic space and growing influence of private sector, with commercial entities that apply increasingly sophisticated and subtle means to lobby, EPHA colleagues need to be better equipped to recognise and manage activities that fall under Commercial Determinants of Health. To that end, the OPG 2024 has foreseen the development of a practical guide on how to (not) engage with private sector, complemented by a capacity building workshop.

Networks

As a public health network, EPHA promotes collaboration as an enabler of societal change. Following organisation's [Mission and Vision](#) and in line with its strategic priorities, EPHA is an active host and member of numerous networks.

In 2022, similarly to the analyses of staff and membership, EPHA undertook a major effort to assess the value of EPHA's many networks alliances, and coalitions. This comprehensive exercise resulted in EPHA leaving a number of networks with limited or no return on the staff's time investment (or departing with their mission and values from those of EPHA), in identifying those that were worth continuously investing in, as well as those that EPHA is not a member of, but that would warrant amplified impact for both parties. As an outcome, the networks that EPHA is now either hosting or is actively participating in are the ones deemed to offer the desired return on investment and amplify its impact.

In 2023, EPHA was hosting nine different networks, including EU4Health Civil Society Alliance (EU4Health CSA; jointly with the European Patients' Forum), AMR Stakeholders' Network, MEPs fight AMR interest group (jointly with Health Care Without Harm (HCWH) Europe) European Alliance for Responsible R&D and

Affordable Medicines, Healthy Food Healthy Planet, Healthy Food Marketing Alliance, Medics for Clean Air (Medics4CleanAir), Roma Health Network, and DisQo – anti-discrimination & health equity.

It was also a member or partner of 11 alliances and coalitions, including Alliance to Save our Antibiotics, Antibiotic Resistance Coalition, Clean Cities Campaign, EU Alliance for Investing in Children, EU Food Policy Coalition, European Scientific Working group on Influenza and other Respiratory Viruses (ESWI), Healthy Food Marketing Alliance, HPV Network, Transatlantic Consumer Dialogue (TACD), JPI Healthy Diet Healthy Lifestyles (JPI HDHL)

EPHA also cooperates with members as partners in project-based activities, such as EC-funded projects, including EU4Health Action Grants and Horizon Europe projects (including both research and coordination and support action ones), but also in projects supported by charitable foundations. These project-based networks bring value that is way more than only monetary, adding to EPHA's credibility and positioning.

Key takeaways networks

- In 2022, EPHA conducted a comprehensive assessment of all networks, alliances, and coalitions that it was part of
- EPHA now hosts or is actively participating only in networks deemed to amplify its impact and offer the desired return on time investment
- In 2023, EPHA was (co)hosting **9**, and was a member or partner in **11 networks, alliances and coalitions**

Partnerships

One of the key examples of EPHA's renewed focus on partnerships as outlined in its Strategy 2021-2025 is a Memorandum of Understanding with WHO Europe signed in 2023 to build upon the longstanding partnership between EPHA and WHO Europe, so as to drive systemic changes and reduce health inequalities, ultimately leading to a healthier future for all people and the planet.

Since 2021, EPHA has become part of the following networks convened by international organisations: the [OECD PaRIS Patient Advisory Panel](#), the WHO Europe Access to Novel Medicines Platform, the [Steering Committee](#) of the [WHO Civil Society Commission](#).

EPHA has also become a member of a number of stakeholders and/or advisory groups convened by EU policymakers, including the European Medicines Agency (EMA) [Patients' and Consumers' Working Party](#), Health Emergency Preparedness and Response Authority (HERA) [Civil Society Advisory Forum](#), e-health Stakeholders Group of the European Commission, and others.

In the last three years, EPHA tight collaboration with the fellow civil society organisations has been actively reinforced. This includes, but is by no means limited to partners in its many networks and alliances, like EuroHealthNet, EUPHA, Health Without Harm, European Patients Forum, and many others working directly on health or an areas that health is impacted by.

Aligning on projects' goals and objectives (always in line with EPHA mission) makes funders one of the key EPHA partners and, who, like other key stakeholders, bring way more than economic benefits.

Key takeaways partnerships

- EPHA actively collaborates with EU policymakers and international organisations, including, but not limited to: DG SANTE, HERA, EMA, EU Parliament, WHO, OECD, FAO etc
- EPHA proudly joins forces with civil society across and beyond its membership, networks and alliances
- EPHA's funders are one of its key partners and stakeholders

Impact

While this accountability report focuses on EPHA's delivery on its Organisational Development Strategy as set in 2021 and implemented throughout 2022 and 2023 under the leadership of EPHA Head of Organisational Development, this entire work is done with only one goal in mind – to secure organisational functionality, sustainability and growth, so that EPHA can deliver on its mission.

According to a survey conducted by an external agency in 2018, and an in house survey conducted among EPHA's members and partners in 2022, EPHA is a credible authority and a genuine leading public health organisation in Europe. EPHA's actions are seen as clearly contributing to advancing EU health policymaking, and by doing so strongly contributed to advancing EPHA's mission. Survey participants stressed that EPHA implements the health in all policies principle and promotes an inclusive stakeholder dialogue that has been instrumental in having a more informed discussion on a number of crucial policy areas with known impact on public health.

Acknowledging that it is inherently difficult to evaluate the impact of advocacy programmes and initiatives as they unfold in dynamic socio-political environments and have non-linear impact trajectories with a plethora of impacting variables, EPHA believes that, in addition to the impact assessment through surveying collaborators and stakeholders, or through quantitative proxy measures (like number of meetings with policy makers, or media mentions), external recognition is another valuable proxy.

Taking external recognition as a proxy for impact, 2023 has been a year illustrative of success, and worth closing this accountability report with:

- EPHA has signed a memorandum of understanding with WHO Euro
- EPHA has joined the WHO Civil Society Commission, with EPHA Director General selected to join its Steering Committee
- EPHA has been invited to numerous high-level meetings, including with the Commission's Vice-President Schinas and health Commissioner Kyriakides
- EPHA was honoured by the contribution of the Director General of the WHO, Regional Director of WHO European region, EC Health Commissioner, and many other key public health thought leaders to the celebration of its 30th anniversary
- EPHA had strongly contributed to securing the reinstatement of the operating grants after their initial withdrawal by DG SANTE; by the end of 2023, it has seen the reestablishment of their multiannual framework
- EPHA has been invited to high-level events and conference in Europe as a go-to representative of public health civil society, including the WHO and the OECD high-level conferences, the events of European Commission, or EU presidency events





EUROPEAN PUBLIC HEALTH ALLIANCE (EPHA)

Rue de Trèves 49-51 | 1040 Brussels (BELGIUM) | +32 (0) 2 230 30 56

www.eph.org | epha@epha.org

Design by: Katie Greybe