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This document serves as the strategic plan for the Alliance for Health Promotion between 2018-2020. The purpose of the strategic plan is to outline its organizational ambitions for the indicated three-year period. In this document, the Alliance’s vision, mission, and values are set out, as well as its strategic goals and the rationale behind them.

The Alliance has partnered with the Geneva Consulting Network and Sustainable Outreach to identify the key priorities most deserving of attention and development. The consultancy assessed the quality of the Alliance’s governance and operations, and equally aimed to outline future direction and identify new opportunities. Five strategic outcomes have been identified. Their achievement will support the Alliance in meeting its broader vision and mission:

- **Strategic Outcome 1 | International Geneva: Expanded Network and Partners**
  The Alliance’s location and ties to Geneva present ample opportunity for networking and partnership development.

- **Strategic Outcome 2 | Membership: Expansion, Quality, and Returns**
  The Alliance’s membership base is essential to attain its impact.

- **Strategic Outcome 3 | Mobilization: New Actors, Improved Communications, and Precision**
  The Alliance’s expansion follows the extensive opportunities among youth and the rise of civil society organizations.

- **Strategic Outcome 4 | Project Management and Implementation**
  The Alliance’s program portfolio will reflect its mission, and be based on a proper project management structure that gate-keeps the quality of the activities.

- **Strategic Outcome 5 | Sustainable Funding**
  The Alliance’s fundraising efforts will establish a sustainable organization

The established strategic plan therefore serves as a tool to provide the Alliance with guidance for making informed decisions which are due to align with the vision and mission of the Alliance.
Chapter 2
About the Alliance

VISION
People Empowered to Live a Healthier Life

MISSION

Mobilize local communities
While the Alliance is based in Geneva, Switzerland, it aims to have impact at the local level, whether that be by project implementation or advocacy.

The Alliance aims to mobilize local communities through empowering them to take more responsibility for their health challenges. To reach this goal, the Alliance will develop their online capacity and develop methods which can be disseminated by member organizations.

While upholding the values of the Alliance, its network will further extend to local communities, allowing for expansion into local mobilization. The Alliance will continue to strengthen its capacity and fulfill its mission of local mobilization in the future.

Translate international declarations to local action
There is a need for greater synergy among the actors discussing health at the global and local level. The Alliance therefore serves to bring the global and the local closer together. The goal is to bring the institutional knowledge of health to the local communities, but to also bring the realities of people on the ground into global health debates. In doing so, the Alliance emphasizes outreach and advocacy. Advocacy at WHO to prioritize health promotion on the global agenda, and expanding outreach efforts to communities and civil society will ensure the effective transfer of knowledge and information.

Catalyze NGOs and civil society organizations
Under the umbrella of health promotion, the Alliance aims to bring together committed individuals and organizations which have an interest in health promotion - regardless of whether they are directly contributing to health promotion or from other sectors. Together, the Alliance will translate the diverse interests into a single powerful voice for health promotion and offer insights into how they collectively contribute to health promotion.

In addition to the bottom-up communication, the Alliance will provide input with their resources. The Alliance will also foster communication among diverse member organizations, offering a platform for the member organizations to learn from each other’s experiences.

Promote a holistic approach to health
The Alliance aims to provide a holistic approach to health that considers mental, physical and nutritional health, rather than a simply salutogenic approach which sees the need to address one’s health in times of deficit. This approach which empowers the individual and community, will further spread knowledge on sustainable health practices through integrated action.
VALUES

The Alliance continues its dedication to its core values, as established throughout the history of its operations. The values serve as a tool guiding the Alliance in solely making decisions that align with its core identity, as established below:

**Fairness**
The value of fairness shall be understood from a perspective of respect for equity. The Alliance will ensure that everyone has equitable opportunities to have their voices heard, and that the opinions of others are respected. Attention should also be taken to address existing procedural lapses to ensure ‘fairness’ in all aspects of the Alliance’s work.

**Sustainability**
The Alliance shall consider its relevance in today’s ever-changing world and develop its mission and approach based on the changes it observes. Based on the overall vision, the Alliance’s program portfolio - including longitudinal prospects, lasting impacts, and profit-generating capabilities - should continue to adapt to these changes. The Alliance will invest in its institutional sustainability by establishing a proper governance structure and a well-documented decision-making process according to best-practice principles.

**Integrity**
The Alliance shall approach its work with commitment and acknowledge its responsibility to all alliance members. It is important to work towards the good of the Alliance as a whole, rather than for any individual entity. This includes making decisions that demonstrate the Alliance’s commitment to health promotion. Conflicts of interests shall be avoided or managed and resolved, and funding should be accepted in accordance with the vision and mission of the Alliance.

**Accountability**
The Alliance shall take on a share of the global responsibility to promote good health. In doing so it bears a responsibility: towards members of the alliance, to the people the alliance represents, and to its donors and supporters. The Alliance should do what it has pledged globally, locally, and internally, and should be accountable in doing so through operating in good faith and through proper documentation of its efforts and successes.

**Transparency**
The Alliance shall approach its work with a clear procedural method for formal decision-making, and ensure that the rules are carefully followed, without being deterred by a hidden agenda. The coordination and agreement of the full Alliance is critical to ensuring transparency, and these concepts should be applied to whom the Alliance engages with, the sources of funding it procures, and the election of its Board members. Communication must also be improved in order to further benefit the work of the Alliance.
Chapter 2: About the Alliance

PROGRAM PORTFOLIO

The events organized by the Alliance are planned during the regular board meetings prior to the events and they are managed by the Board directly.

The activities undertaken by the Alliance should align with the mission and values as identified in Sections 2 and 3 of the document. The decision-making process regarding what projects are implemented is facilitated through member voting procedures. Decisions are made by majority vote and include the involvement of all members of the Board, either in person, in writing or via teleconferencing. Although current voting structures exist, a more clearly defined decision-making procedure as made in the recommendations in Annex I should be considered to facilitate a more effective, efficient and appropriate decision-making procedure.

Annual Briefing of the Alliance
The Alliance’s Annual Briefing is a side event of the WHA held each year in May in Geneva. The Annual Briefing serves as a platform for civil society, governments and other key players in health promotion to share experiences, practices, ideas, identify gaps, and agree on priorities for action, as well as identify their respective roles.

As the health promotion landscape changes the Annual Briefing needs to evolve to stay relevant. The Annual Briefing aims to shift its focus to discuss the most relevant items to the Agenda of the WHA, to continue addressing the most pressing global challenges.

Global Forum
Since 2010 the Alliance has provided an annual Global Forum to address health, in terms of human well-being, in all of its dimensions. This change in paradigm calls for policies that overcome fragmentation and ‘silo’ approaches. It needs to be understood that good health is central to sustainable social and economic development across all sectors of global society. This requires a holistic approach to future strategies.

The Global Forum provides an important platform for NGOs, civil society, governments, academic institutions and other key stakeholders to address the current challenges of health promotion and set the agenda for research, advocacy and action. It is an opportunity for all those involved in promoting a healthier lifestyle to share and learn from one another whilst building consensus on best practices. New and innovative approaches based on emerging research as well as the experiences of grassroots project implementers are showcased.

NGO Consultation during WHO Executive Board Meeting
The Alliance organizes this annual consultation to take advantage of the presence of many NGOs attending the Executive Board sessions in Geneva in January, though most attendees of the Consultation have been Geneva-based NGOs. The main goal of these consultations is exchanging and strategizing for WHA. Guest speakers are invited to address the main issues during this meeting.
Chapter 2: About the Alliance

It is worth noting that three major events on the Geneva level are all in meeting-style and they do not cater for specific audiences. While the engagement with the key stakeholders in Geneva is a unique strength of the Alliance, there is room for improvement in the opportunities offered to members not present in Geneva.

Regional Workshops
The aim of the regional workshops is to partner with grassroots organizations by providing awareness training on health promotion. The workshops originated from a brainstorming session in 2011 with Afro-European Medical and Research Network (AEMRN), a former Board member of the Alliance. AEMRN had been holding rural mobile clinics in several African countries. Kitale, a rural town in Western Kenya was selected as the location for the Alliance’s first Regional Workshop which followed a week long mobile clinic service. Over 100 participants attended and identified the most urgent health-related issues of the community, and represented a diverse array of sectors including community leaders, health professionals, patients, teachers, local NGOs and the government, among other stakeholders.

MAJOR PARTNERS
In promoting global health, the Alliance partners with many well-established organizations and institutions. The two most prominent partnerships are with UN and WHO, where the Alliance is able to voice concerns in the sphere of global health.

World Health Organization
The 18 years of consistent and regular engagement with WHO and its various constituencies have led the Alliance to obtaining Official Relations with WHO in 2015. This status strengthens the Alliance’s position to further develop relationships in the public health sphere and promote good health. This status entitles the Alliance to submit statements as a non-state actor at WHO governing body meetings and during the WHA. It equally allows for spreading awareness at WHO and international meetings; and with WHO support, organizes annual NGO Briefings during the WHA.

United Nations
In July 2015, the Alliance gained ECOSOC special consultative status at the UN, increasing their agency and capacity to implement effective change on the UN global agenda.
The strategy for 2018-2020 has been carefully drafted according to input provided from all Board members. In their interviews with the Geneva Consulting Network, members of the Board have identified five strategic outcomes for the coming three years. By addressing these pillars, the Alliance aims to strengthen the Alliance as a whole as well as its position within the health promotion sector, and work towards its stated mission. The identified strategic outcomes are:

- Strategic Outcome 1 | International Geneva: Expanded Network and Partners
- Strategic Outcome 2 | Membership: Expansion, Quality, and Returns
- Strategic Outcome 3 | Mobilization: New Actors, Improved Communications, and Precision
- Strategic Outcome 4 | Project Management and Implementation
- Strategic Outcome 5 | Sustainable Funding

In light of these identified priority areas, the following sections will elaborate on their importance and specific outputs within each outcome to be achieved over the next three years to strengthen the Alliance’s performance in these areas.
Chapter 3: Strategic Outcomes

INTERNATIONAL GENEVA: 
EXPANDED NETWORK AND PARTNERS

The Alliance will make effective use of the Geneva network and its partners to influence the global debate. The organization does so by maintaining a physical presence in Geneva, cultivating their UN and WHO partnerships and utilizing their network of international organizations as a platform to influence the global conversation on health and health promotion.

Output 1.1 | Maintain office in Versoix / Move closer to Geneva
With Geneva being home to the WHO and to other key players in the field of global health, the Alliance’s location facilitates partnership opportunities and collaborative events. Wide ranging partnerships from the European Health Organization to the African Coalition on Traditional Practices and Empowerment of Women, are made possible not only through location, but through the Alliance’s ability to have a huge network of contacts.

Output 1.2 | Maintain active partnership with the UN and WHO
In addition to the official recognition of the Alliance from WHO, the ECOSOC status is essential in being able to influence the international policy agenda. It is important for the Alliance to maintain and strengthen its active partnerships to represent its network. This works towards the Alliance’s mission of bridging the gap between global declarations and local realities, by integrating the views of the health promotion community in the global debates on health.

Output 1.3 | Utilize international organizations as a platform for statements and other opportunities to influence global debate
Collaborating with more international organizations that identify with the Alliance’s vision and mission is an opportunity and priority. By expanding and building on its 20-year existence, the Alliance is possible to further benefit from the existing network. There is great opportunity for the Alliance in developing partnerships with potential competitors to avoid overlap in the Alliance’s functions. By taking a leading role, the Alliance will help to shape a common stance on issues of health promotion to amplify the voice the concerns of the Alliance and its members.
Chapter 3: Strategic Outcomes

MEMBERSHIP: EXPANSION, QUALITY, AND RETURNS

The Alliance is defined by its members and their vision and mission. Its membership will influence its direction and focus on areas of global health. Members unify under the umbrella of health promotion, but each bring their unique expertise in contributing to the quality of the Alliance. Through its diverse and global membership, the Alliance aspires to influence the broad spectrum of global health debates as relevant to health promotion and implement the decisions at the local level, giving the Alliance both a global and a local dimension. In order to effectively accomplish this mission, it needs to:

Output 2.1 | Increase the number of members
The Alliance relies on its membership for its existence and direction. A strong emphasis should be placed on increasing the number of strategically matched members. The Alliance will create information packages clearly indicating the advantages of membership, and will undertake to organize activities solely focused at increasing membership, such as promotional stands at relevant events.

Output 2.2 | Improve the unity and quality of its membership
A strong unified membership network allows the Alliance to have a clearer and stronger voice to advocate for global change. While the membership can be diverse, it is important that members do identify with and unify under the umbrella of global health promotion and of the Alliance's strategy. The Alliance ought to clearly outline membership criteria, implement a procedure to qualify for membership as described in Annex I, and enforce the payment of membership fees to ensure a qualified and dedicated membership.

Output 2.3 | Strengthen the membership return
The Alliance will provide a better platform for member interaction where they can receive a strong return on their membership. It is important that the Alliance dedicates time to its members and ensures people are heard and are able to voice their suggestions to influence the direction of the Alliance's efforts.
Chapter 3: Strategic Outcomes

Mobilization: New Actors, Improved Communications, and Precision

The mobilization of civil society and youth is critical to expanding the role of the Alliance, by encouraging people to come together to garner greater knowledge about health, and in turn facilitates more informed health decisions. The ability to make more informed health decisions acts as a means of empowering individuals to take an active role in health promotion and awareness.

Output 3.1 | Engage more actively with youth
Through university partnerships, an improved social media presence, and collaborative event opportunities, the Alliance will engage with future generations to increase their knowledge about health promotion and encourage more informed decision-making.

Output 3.2 | Mobilize alliance network to stimulate cooperation among members
Improving digital communication strategies among members through communication technologies such as instant messaging tools and social media will facilitate better organization and communication among members, and help the Board to achieve its outcomes in a timely fashion.

Output 3.3 | Engage with new and upcoming actors in the field of health promotion
Attending relevant networking events and conferences will allow the Alliance to expand its global reach, and maintain the Alliance's relevance within the ever-changing field of health promotion, such as the tech and the education sector.

Output 3.4 | Use digital communication more effectively
Mobilizing health promotion information through an updated and accurate social media presence will help to engage civil society and youth in health awareness and promotion. The use of digital communication tools will also increase the accessibility to this information around the world, facilitating the organization’s mission of making international declarations local realities.

Output 3.5 | Narrow the Alliance’s target audience and create the right exposure
Specific, measurable goals of individual activities should be defined to exhibit a coherent presence both internally to member organizations and externally in public exposure. Clarifying the organization’s vision and mission will also further attract partners and members who are in line with the organization.
Chapter 3: Strategic Outcomes

PROJECT MANAGEMENT AND IMPLEMENTATION

The activities and events of the Alliance will contribute to the organizational mission as an authority of knowledge exchange at the international level, as well as a trainer at the local level. The Alliance strives to align events with the current health debates and provide high quality information to inform these debates.

Output 4.1 | Position itself as an authority of knowledge exchange at international level
At the International level, the Alliance is best positioned to be an authority of knowledge exchange given its consultative status at the UN level. Events organized by the Alliance will foster further knowledge exchange among its member organizations. The Board shall organize activities that offer foreign member organizations added value, such as access to webinars and an online information database, which will serve not only the local audience in Geneva, but also act within a global context.

Output 4.2 | Develop capabilities to train (and develop) at the local level
At the local level, The Alliance is best positioned to offer trainings to local organizations. The local health promotion forum will be restructured as a program package that consists of specified focus and goals (for the forums), the role of the Alliance in this program (i.e. how the Alliance would train local organization), the timeframe, and specific audiences. This program aims to empower the local organizations – beginning with those in the most deprived areas – and should be applicable in different areas around the world.

Once the Alliance has established a strong capacity (potentially beyond the 3-year timeframe of this Strategic Plan), the Alliance can reach more local audiences through diversified channels, such as meetings and local mobilization. Ultimately, local mobilization is a key component of the Alliance’s mission.

Output 4.3 | Improve the quality of activities
Quality will trump quantity in the activities held, offering a higher level of added values to the Alliance’s member organizations, and potentially equipping the activities with profit-generating ability. In addition, the Board will appoint Project Committees (PCs) for its activities to help define their scopes of responsibilities in the events. PCs will be responsible for all matters related to the organization of activities, such as marketing, sponsorship, logistics, and others as relevant. The activities’ and events’ output should be retained as they can be further utilized within a large framework of information exchange.

Output 4.4 | Streamline events to be more in line with major health debates
The international-level events will be organized in accordance to the schedule of existing health debates, such as the World Health Assembly.
Chapter 3: Strategic Outcomes

5

SUSTAINABLE FUNDING

The financial sustainability of the Alliance is crucial to the fulfillment of its mission. To overcome its lack of funding, over the next three years the Alliance will develop a fundraising strategy and assign a specific task force on this matter. This approach will facilitate applications for additional funding and support the Alliance's overall organizational sustainability.

Output 5.1 | Assign task force to work on funding
In order to do so, Board members with extensive networks will utilize their position to seek funding opportunities. Designating a Board member as "lead fundraiser" is one way to start this new initiative. Transparency, credibility and effective communication will be key in attracting donors.

Output 5.2 | Ensure additional funding
Funding from certain foundations often has strict spending parameters and deliverables. To be successful in grant applications and to display credibility, the Alliance will need to further develop its ability to measure its impact and commitment to member organizations, along with its successful implementation of events and workshops. Further details on this is presented in the following section on Impact Measurement.

Output 5.3 | Secure organizational sustainability
With additional funding, the Alliance will establish an office space and dedicated staff, who can assist with on-going strategic planning as well as with the administrative side of projects and implementation of events. Additional funding will assist with further work in communities and in improving the Alliance's communication abilities.
Impact measurement is a part of the Alliance’s plan for the sustainability of the organization. Moving forward, it is a priority of the Alliance to better interpret the quality and impact of its work. Over the course of the next three years, the Alliance will develop adequate quantitative and qualitative indicators for measuring impact in each of the areas enumerated below, and implement consistent surveys and other measurement techniques with the goal to obtain a better understanding of the Alliance’s impact at three levels: international, community and member organizations. Annex II delves deeper into a proposed monitoring strategy complemented by a section on considerations for survey implementation to be established overtime.

Through monitoring the Alliance’s performance indicators at these three levels, the Board seeks to understand and improve the impact of its strategic decisions laid out in this report across the following dimensions.

**Strategic Outcome 1 | International Geneva: Expanded Network and Partners**
Accumulating survey data on participant profiles from the Alliance’s events and workshops will assist in the Board’s understanding of who its network consists of, how its network is changing overtime, and how the Alliance might adapt or expand to encompass other networks.

**Strategic Outcome 2 | Membership: Expansion, Quality, and Returns**
Gathering feedback from members at both the international/Geneva level and in regional workshops will assist in the Board’s understanding of how they are meeting the expectations of member organizations.

**Strategic Outcome 3 | Mobilization: New Actors, Improved Communications, and Precision**
Understanding the impact of the Alliance’s regional workshops will assist in the Board’s understanding of how its efforts are translating into action and change on the ground. Such surveys may also provide insight into the most effective ways to mobilize communities and the potential event-to-impact time lags.

**Strategic Outcome 4 | Project Management and Implementation**
Monitoring the impact of the various components of the Alliance’s program portfolio becomes more essential as it diversifies and seeks to expand its impact at various levels. In order to be as effective as possible, understanding and reflecting upon areas of improvement and change will be necessary to strive towards the vision and mission of the Alliance, and to follow the strategic plan.

**Strategic Outcome 5 | Sustainable Funding**
Survey results may further shape the funding strategy of the Alliance. Through understanding the impact of its diverse activities, the Alliance will make strategic decisions to shift funds and focus to certain areas (such as international events vs. regional workshops, types of mobilization and communication efforts, areas for partnership development etc.).
Section I: Overview
In order to ensure long term organizational sustainability, the Alliance for Health Promotion requires sustainable governance strategies, that clearly outline membership requirements, the membership onboarding process, decision-making processes including voting procedures and Board responsibilities. Based on the organizational analysis and interview process conducted, the Geneva Consulting Network has put forward several recommendations to the Board for consideration.

This annex outlines crucial explanatory statements and terminology; the strategy and planning of the governing body; membership and membership expansion; the decision-making process; and final recommendations put forward by the Geneva Consulting Network to resolve these issues.

Section II: Explanatory Statements and Terminology
In order to ensure a clear and effective governance structure, key statements and terminology must be defined within the context of the Alliance for Health Promotion.

Board membership should be defined as those organizations within the network of the Alliance, who are responsible for decision-making in line with the principles and vision of the organization. The Board is responsible for appointing the President and Secretary, ensuring appropriate disclosure, disclosing potential matters that may present conflicts of interest, reporting on its own performance, and ensuring succession plans are in place and implemented.

The Board consists of twelve members of the Board. These members are voted in once a year at the Annual General Meeting (AGM). The role of the Board should be defined as the highest authority whom are responsible for delegating all but major decisions and play a critical role in defining or approving the organization’s mission, vision, high-level organizational goals, and operating principles. Furthermore, they should decide on tolerance for risk and should exercise oversight to ensure the implementation of strategy and organizational performance.

The President’s role should be defined as against a set of criteria decided upon by the board, which has a set list of qualifications, and is done through independent and transparent recruitment and appointment processes. The President’s performance should be evaluated bi-annually by the Board. The President should act as the Board’s single point of entry for delegation of power from the Board, and should be responsible for implementing and conducting strategic analysis within the parameters set by the Board. The President is responsible for ensuring that Board members are held accountable and are active in their roles in order to achieve the objectives of the organization in an effective and strategic manner.

The Secretary’s role should be defined as assisting in the implementation of the administrative needs of the organization. The role of the Secretary should be to act as impartial coordinator that receives agenda items and checks them against the overall needs of the Alliance, excluding items which are of interest only to particular individual Board members. The Secretary’s performance should be evaluated bi-annually by the Board to ensure the Secretary has served the needs of the
organization well.

The Annual General Meeting should be defined as the meeting of all members of the Alliance to discuss and decide the strategy developed and presented by the Board of the organization and to elect the Board members, the President and the Secretary. This meeting will occur annually, at which the Board, President and Secretary will be elected by the Board. This process will take place through the drawing of ballots. Should there be a tie, members will be asked to state their justification for their vote, and a vote will be conducted once again. Further information on voting procedures is listed under Section VI: Decision-Making Processes of this document.

Section III: The Strategy and Planning of the Governing Body
The Geneva Consulting Network recommends that the Board of Directors for the Alliance for Health Promotion develop an annual strategy at the AGM, along with outcomes that can be reviewed quarterly. This review could include the voicing of concerns brought forth by members, along with updates carried out for policies or strategies that may be perceived to be outdated or ineffective. The governing body should have a clear structure that ensures accountability and responsibility among members, with clear deadlines set to account for advance planning of events and a formal process for selecting event proposals. Members must find an effective mode of communication to ensure that all members are able to have equal opportunity to participate in discussions and present proposals. The Geneva Consulting Network recommends that the Alliance considers requesting other offices in the building to use a larger available space, so that all members may be comfortably present. Furthermore, for all members who cannot attend, members should Skype in prior to the commencement of the meeting, and ensure that they are able to connect via video. Members in the office should also make themselves available via video in order to facilitate improved communication, and accountability for members to be present at the meeting.

A standardized procedure for meetings must be adopted in order to prioritize efficiency and ensure that all objectives are met. The GCN recommends that two weeks prior to the meeting a draft agenda is sent out to Board members, and amendments are sent at least one week prior to the meeting, in order to provide all parties with adequate time to account for the considerations of all members. Following the addition of these amendments, the agenda will be finalized by the Secretary and sent out to all Board members, to reduce inefficiencies in deciding on procedure within the meeting itself. A clear start time and end time will be noted within the agenda, as well as a stated objective, and time line, which the chairman will enforce during the meeting as part of his/her role in ensuring general meeting discipline. Individual member updates should take place over the course of the first fifteen minutes to ensure that everyone is aware of updates, and that everyone is involved to ensure a greater sense of accountability and communication.

A meeting report with decisions should be produced at the end, along with a ‘to do list’ that notes the members responsible for the required actions. Follow-up and control mechanisms should be put in place, whereby members should report to the Secretary and the President once they have completed their objective or task. This will help to create a sense of accountability and ensure the
on-time delivery of projects. An improved method or information system should also be implemented to facilitate the communication process between members in advance of the meetings as well as for those members who are physically unable to attend. Possible solutions include using WhatsApp messenger, Skype, email, or calendar updates to encourage active communication between members.

A clear code of conduct/ethics should also be developed that encompasses the Alliance’s vision and mission, along with the values of the organization. Both the membership and the strategic planning of the governing body should take this into account when making decisions regarding the direction of the organization.

Section IV: Membership Criteria
The membership of Alliance for Health Promotion is one of the most important components in ensuring organizational sustainability in the long term. Committed, productive, and interested members are critical to the success of the Alliance, and it is important that the Alliance recruit members who are able to meet this criterion and whose objectives align with those of the organization. The Geneva Consulting Network recommends that potential members be vetted by Board Members against specified Terms of Reference, and specific criteria that considers their fit and compatibility with the Board. Furthermore, potential members should submit a standardized set of documents to the Board for review, including a CV, a statement of interest noting relevant skills and qualifications, and additional information on the organization. Should a potential member be approved by the Board, it is recommended that they be given temporary membership subject to review at the end of a six-month period of observation. During this period, the potential member must be present either in person or via Skype at all meetings, however will be given no voting privileges until their request is formally reviewed at the end of the six months. The potential member should also receive a formal onboarding package, that outlines the requirements and expectations of Board membership as part of the Alliance. The selection should also be undertaken with consideration for matching capabilities to existing needs.

Section V: Membership Expansion
The Geneva Consulting Network recommends that should an existing Board member wish to expand their membership capacity or physical presence on the Board, they do so through a formalized process. This process should be a standardized procedure, in which the member in question submits a formal request to the Board of Directors, which should outline their motives for expanding their presence and provide concrete information on how this relates to the vision and mission of the Alliance. Interested members may only apply for one additional seat within an annual period. This decision should be considered very carefully, as the potential addition of another seat will increase the voting power of the organization in question. The Board of Directors will then take a vote on the addition of the additional seat, and should a stalemate occur, the final vote shall be conducted by a randomly chosen panel of five Board members.

Section VI: Decision-Making Capacity
Standing orders on how the voting procedure should be conducted should be drawn up by the
Board, particularly regarding what projects should be pursued and what endeavors can and cannot be undertaken without approval. The Geneva Consulting Network recommends that in the event of a tie, votes are verified to ensure that they were counted accurately. The President of the Board will then be asked to cast a vote if s/he has not already done so, and the motion should only pass once more than 50 percent of the votes are in favor of the motion. If the President has already voted, the aforementioned strategy of a final vote conducted by five randomly selected Board members shall take place.

**Section VII: Final Recommendations**

The Geneva Consulting Network recommends that all decisions be made by the Board of Alliance for Health Promotion with an eye towards long term organizational sustainability. Selecting members that are committed and accountable to the vision, mission and values of the organization will help ensure that the organizational strategy are met in a timely and efficient manner. A clearly defined approved set of key performance indicators should be used to measure the progress of the organization and to ensure its sustainability, and these indicators should be reflected upon at least quarterly by all Board members. Planning and agenda distribution should be conducted in advance of the meeting, and members should follow a set code of conduct and ethics that outlines the responsibilities and expectations for members.

Furthermore, a succession strategy should be put in place, to ensure representation by existing organizations and to facilitate knowledge transfer from existing representatives to future representatives of organizations which hold seats on the Board of directors.
Monitoring Strategy

Section I: Alliance at the International Level
Key activities in the Alliance’s portfolio will be assessed by surveying participants and members after their completion, or periodically if they are ongoing activities. To measure the impact certain activities have for member organizations, surveys will be developed to collect feedback from participants. As a rule, survey questions should be formulated in a way that can be evaluated quantitatively, e.g. asking survey participants to express their opinions by grading issues in a “from 1 to 5” range. This will allow for effective, comparable and transparent evaluation of survey outcomes. Open survey questions should be used as an exception.

While all surveys should be anonymous (to obtain the most objective answers), essential information includes the following:

- Profile of participants (such as country and sector of work)
- Whether and to what extent the activity is relevant to the participant
- Whether and to what extent the participants are clear about the goals of the activity
- Whether and to what extent the goals of the activity have been achieved according to the participants
- Future improvements

Over the next three years, collecting information on the impact of these activities will help the Alliance gauge if they are representing their members well and providing them with expected benefits.

Section II: Alliance at the Local Level
To gauge the impact of programs such as regional workshops in Kitale, Kenya, the Alliance will disseminate a survey to participants. The survey will ask how a specific local program has impacted health promotion in their communities. These surveys could be conducted after the event, and in follow-up, after participants have been able to return to their communities and share what was learnt in the workshop.

As the Alliance offers trainings to local organizations, the Alliance should also survey the local organizations and collect the feedback from them and improve its training programs.
As the Alliance seeks to take more of a role in local communities, understanding their impact in this area will be essential as it expands and attracts new members and funders for more community-based projects.

Section III: Overall Achievements
To understand if the Alliance is achieving its vision and mission more holistically, rather than at specific events, feedback from member organizations will be collected annually.

The Annual Membership Survey will ask member organizations their view on how the Alliance is working towards the vision and mission, by asking questions answerable on a scale of 1-5 (with 5 being full satisfaction on the question asked):

- Does your organization feel they are well-represented by the Board’s decisions?
- Does your organization benefit from the Alliance’s major events?
- Does your organization benefit from local community events?

Additional questions included in such a survey include the following:

- What suggestions do you have for the future direction of the Alliance?
- Where do you envision the relationship between your organization and the Alliance in X years?

By conducting this survey among its members, the Alliance will be able to better address areas for improvement, and be able to maintain a committed membership base, who find use in being a part of the Alliance. Committed members will also be more willing to pay membership fees if they are well-represented and find value in the Alliance’s work. Suggestions for the future will also be considered.

Section IV: Other Considerations
Other considerations for the survey will be established by the Alliance. After the 6th Health Promotion Forum, the participant survey was conducted online, with a 60% response rate. In some cases, a better method may be to conduct the survey on paper at the event. However, for those not in attendance, who would still like to provide feedback, online options should facilitate communication and feedback between members and the Alliance.

Overtime, the Alliance, will gauge the best approach to achieve maximum, quality feedback. Surveys will be designed to be simple, but informative and quantitatively evaluable, so as to achieve data to measure the Alliance’s impact and progress.