

# **World Public Health Nutrition Association Executive Committee Work Plan from March 2017 to March 2018**

March 29, 2017

## **PREAMBLE**

This document outlines the agreed annual work plan of the new WPHNA Executive Committee (EC), a group of volunteers who took office with renewed enthusiasm in January 2017 after a rather dormant period of the Association.

The plan was developed based on the results of a consultation survey with over 200 WPHNA members and other colleagues in September 2016, as well as based on inputs from the outgoing and incoming EC. It proposes some time-tables for specific actions and assigns responsibilities within the EC.

The work plan and its specific areas are fully owned by relevant EC members. However, the plan needs the active involvement of WPHNA members. The Association needs volunteers and we urge members to come forward to join the EC members' teams as indicated below. Write to the interim General Secretary Betty Sterken at [info@infactcanada.ca](mailto:info@infactcanada.ca) stating what you are willing to do and in what area.

## **Current EC members**

Fabio Gomes	President
Vacancy (1)	General secretary
Vacancy (2)	Treasurer
Margaret Miller	Professional affairs secretary
Vacancy (3)	Membership secretary
Angela Carriedo	Communications secretary
Ted Greiner	Publications secretary
Jessa Pis-an	Conferences secretary
Linda Ethangatta	Regional secretary, Africa
Claudio Schuftan	External affairs secretary
Vacancy (4)	Projects and policy secretary

Until the upcoming election:

- (1) Elisabeth Sterken co-opted
- (2) Christina Vogel (previous Treasurer) covering

- (3) Jessa Pis-an is covering membership
- (4) Claudio Schuftan is covering Policy

## **WPHNA aims**

WPHNA has two main general aims:

One is to ensure the competence and raise the standards and status of public health nutritionists and the profession generally, worldwide and especially in the global South.

Two is to support the profession and to promote the cause of public health nutrition including work with other organizations, at all levels from global to local.

## **WPHNA functions**

The EC sees the nature of the Association's role as being centered on six functions:

- **Communications:** WPHNA will promote exchange of relevant information, knowledge and ideas by mounting conferences; keeping an up-to-date website, newsletter, and communications through social media; and publishing an international journal that champions nutrition in the contexts of social, economic, political, environmental and biological sciences, as well as in ethics and human rights.
- **Acting as a watchdog:** WPHNA will monitor and watch the UN system organizations, the World Bank, the International Monetary Fund, international and national philanthropies, industry and national governments and respond to pertinent events.
- **Strengthening its members' professional status:** Includes defining, promoting and developing competencies and a holistic understanding of public health nutrition (PHN) and its role. The Association will strive to increase its brand recognition.
- **Analysis:** WPHNA will strive to become a true think tank or resource center. It will monitor and analyze international and important national PHN policies. Its analysis will be independent and will invite out-of-the-box thinking. It will speak up when UN or similar agencies are unduly controlled by their funders and it will challenge injustice and inequity with an impact in the PHN field.

- **Practical policy implementation:** WPHNA will engage with members as much as possible, particularly listening to their community-based approaches and experiences, and will foster the sharing of these experiences --successes and failures-- seeking improvement in public health nutrition practice.
- **Advocacy:** With support from the membership, the Association will aim at positioning PHN high in global agendas; it will act decisively for the ethical and political advancement of PHN; it will strive to position food sovereignty in global agendas; it will work towards reorienting the predominant prevailing food system; it will link PHN with human rights and social justice organizations and partner and engage with them; and it will have a clear position on conflicts of interest.

There is much work to be done in each of the areas listed above. The EC is assigning priority to specific objectives and activities in this annual work plan based on the importance, opportunities and capacity available to tackle each area.

The purpose of what follows is to show what the new WPHNA EC, in each of its Secretariats and in partnership with the membership, is determined to pursue in the coming year.

## **EC 2017/2018 OBJECTIVES AND WORK PLAN**

### **Objectives for the period ending in March 2018**

1. Strengthen the Association's governance and finances
2. Add more members who are financially up-to-date, are active and engage in the Association's work
3. Be responsive and timely in its communications with members
4. Re-launch World Nutrition
5. Sponsor knowledge and information exchanges including the organization of conferences, webinars, press releases, keeping an active website and a strengthened response capacity to queries from members
6. Provide support to members to advance their careers and to advance the in-country status-of and capacities-in PHN
7. Establish new and strengthened strategic partnerships
8. Develop and promote WPHNA policy positions

To quote the late Urban Jonsson, WPHNA will be *the custodian of the science of nutrition problems in society*.

Throughout, WPHNA will uphold the highest ethical standards and will call for and demand firm ethical standards of its members and of any strategic partners, including nutrition societies that have links with conflicted industry.

The EC aims to work efficiently and effectively together as a team and will gather additional support as specified below. Our success depends on an informed, active and engaged membership, and the plans below indicate how this can be achieved.

### *Objective 1*

## **Strengthen the Association's governance and finances**

WPHNA administrative and financial matters are the responsibility of the EC as a whole, representing the membership, and guided by the Association's Governing Document and previous EC decisions. Its governing document is available to members. Responsibilities of specific members of the EC are set out in the application forms for election to the EC published on the website and are generally not repeated here. The Association has its bank account and a tax-exempt status in the UK.

### **1. Elections**

Four positions on the EC remain vacant. Also, the current WPHNA President Fabio Gomes has a new post at the Pan American Health Organization that may pose a potential competing interest with his WPHNA position. He is therefore stepping down as WPHNA president, and the post will be advertised together with the other vacancies.

A call for nominations for elections for the vacant posts will be announced in April, 2017. Newly elected EC members should be in post by June.

*Responsible: General secretary, Communications secretary, with support from External relations secretary*

### **2. Terms of office**

The term of office for EC members is four years, open for re-election for a further four years. Initial terms of office will be staggered, so that members serve initially for three, or four, or five years. To be determined at the July EC meeting.

*Responsible: General secretary*

### **3. Appointment of EC deputies and assistants**

All EC secretaries are required to be team leaders. They are expected to have a deputy, to be approved by the EC, who must be an active WPHNA member. Deputies can stand in for specific EC secretaries at EC meetings, although only the elected secretary can vote on decisions. Secretaries may also call on assistants for specific tasks (ideally but not necessarily WPHNA members). The President is also required to have a deputy, to be approved by the EC. Deputies and teams are all to be in place by September 2017.

Deputies and assistants will be credited in WPHNA communications. All EC secretaries, all deputies, and all assistants are encouraged to identify themselves as such in relevant communications.

*Responsible: General secretary and all EC members*

#### **4. Task forces**

Task forces with specified objectives, outcomes and timelines will be set up to progress areas that need special attention. These will usually correspond to specific EC members' responsibilities and will be chaired either by them or by the President or the President's deputy. They will usually involve other EC members and other WPHNA members. Task forces will arrange their own meetings. Their progress will be reported quarterly to the EC and once agreed and their reports suitably edited, will be posted on the WPHNA home page and newsletters as appropriate. Task forces and responsible EC members so far proposed are mentioned in various sections below.

*Responsible: President and all EC members*

#### **5. Staff appointments**

WPHNA will not hire any long-term staff in 2017. Individuals may be contracted for specific short-term tasks especially in the areas of communications and publications. Appointment of administrative staff is an option for later years.

*Responsible: General secretary and all EC members*

#### **6. Fund raising taskforce**

The Association's income is derived from membership subscriptions, conferences and occasional consultancies. Its financial situation is sound, but more income is needed for activities to expand.

A task force will be set up, chaired by the Treasurer, to make recommendations for fund-raising and income generally. Fund-raising should involve all EC members. It will report by October 2017.

*Responsible: Treasurer and all EC members*

## *Objective 2*

### **Add more members who are financially up-to-date, are active and engage in the Association's work**

WPHNA has approximately 500 people on its register, but less than half are paid up members. Membership payments are essential for the financial viability of the Association and to support expanded activities. Active members are crucial to achieving the functions of WPHNA. Timely responsiveness to member inquiries and needs is also needed (see Communications)

Targets are proposed of 350 current and full paid-up members by the end of 2017, and 500 by the end of 2018. All changes to membership categories, for example, keeping paid members and members with waivers in the membership lists, will take effect by end of May 2017.

### ***7. Establishment of student memberships***

Students up through PhD level from anywhere in the world will be admitted free of charge. Proof of being a student will be required. Students will be asked to 'pay in kind', by becoming assistants to an EC member.

*Responsible: Membership secretary, all EC members*

### ***8. Introductory waiver of membership fees***

People from low-income and lower middle-income countries (as defined by the World Bank) will be admitted free of charge for the first two years, on condition of 'payment in kind' by becoming assistants to an EC member. If not fulfilling this condition, they will be asked to pay €20 (euros) a year. After the two years of waiver these members will all pay €20 (euros) a year.

*Responsible: Membership secretary, Treasurer, all EC members*

### ***9. Revision of standard memberships***

People from upper-middle income countries will pay €30 (euros) a year.  
People from higher income countries will pay €50 (euros) a year.

All applicants will be required to complete a profile using an existing standard format by which their status and qualifications to become a member will be judged. Once approved by the membership secretary, their names will be posted on the WPHNA website. Applicants with potential conflicts of interest will be reviewed by the EC before deciding whether membership is approved.

*Responsible: Membership secretary, Treasurer*

## **10. Regional chapters of WPHNA**

It is also proposed to set up WPHNA members' chapters, ideally organized by those who become membership assistants. The idea is to develop membership groups in specific countries or regions that handle local issues and support all WPHNA activities. It is proposed to begin in the Western Pacific, Africa and in South Asia, (where opportunities exist such as conferences being held there). If opportunities arise elsewhere, other chapters may be formed.

*Responsible: Membership secretary, Conferences secretary, Africa secretary, Professional Affairs secretary*

### *Objective 3*

#### **Be responsive and timely in its communications with members**

The role of the communications secretary is to promote the Association and to report on WPHNA and its activities. It also is to keep members and users up to date on public health nutrition events, on news and findings, as well as to communicate with members on career building opportunities. The secretary will also compile and share with the EC members suggestions made by our followers and members through our website and communication tools. The functions further include the upkeep of the WPHNA website, its home page and the WPHNA social media (Facebook with 5,800 users and Twitter with 1,400 users), as well as the publication of a regular WPHNA newsletter (with a mailing list of 3000, including members and non-members).

## **11. Communications task force**

A task force has already been set up to ensure that communications are current and channels remain accessible and up to date. This will include website redesign and upkeep, as well as review of member email contacts with relevant EC members. The task force will report by June 2017.

*Responsible: Communications secretary, General secretary, all EC members*

#### *Objective 4*

### **Re-launch of *World Nutrition***

World Nutrition is an international on-line journal that supports the pursuit of good nutrition for all. It is published by the World Public Health Nutrition Association, and is independently managed by its Editor who is an EC member; the editor is supported by a deputy and an editorial advisory board. The last edition of WN was in January-March 2016.

### **12. *World Nutrition* task force**

Plans are progressing for a re-launch of *World Nutrition* by mid 2017. It is proposed that *WN* becomes quarterly with its own website cross-linked with the WPHNA website. It will continue to include all previous *WN* contributions in its archive. An editorial advisory board is being nominated; it will be generally responsible for the quality and integrity of the journal. This board will be chaired by the Editor and will include the WPHNA President and Communications secretary amongst its members.

*Responsible: Publications secretary, President, Communications secretary*

#### *Objective 5*

### **Sponsor knowledge and information exchanges including the organization of conferences, webinars, press releases, keeping an active website and a strengthened response capacity to queries from members**

World Congresses of Nutrition are scheduled every four years, beginning in 2012 with the congress in Rio de Janeiro and then in 2016 with the congress in Cape Town. The next *World Nutrition* congress is already fixed to take place in 2020 in Australia, hosted by the Public Health Association of Australia (PHAA). WPHNA also aims to conduct or co-sponsor smaller meetings, at least bi-annually; the first was held in England (Oxford 2014). All WPHNA events are planned and acknowledged as being held without conflicting sponsorship. Meetings will not be planned in countries that, at that time, forbid entry of people of entire religions or nations.

### **13. Co-sponsor *Double Burden of Malnutrition* conference in South Asia, 2017 or 2018**

In late 2017 or early 2018, WPHNA, with The Peoples' Health Movement and the Right to Food Campaign of India will co-sponsor a conference tentatively in [South Asia](#) on *The Double Burden of Malnutrition*. This will build on the theme of our 2016 Cape Town Congress and we look forward to extending our network and membership in India and Asia in general.

*Responsible: Conferences secretary, External relations secretary, Memberships secretary, Professional affairs secretary*

#### **14. Start planning of the 2020 World Nutrition Congress**

Planning for the 2020 Congress will commence by the end of 2017, including a review of the South Africa/Cape Town conference and establishment of a Conference Committee with the Australian hosts.

*Responsible: Conferences secretary, External relations secretary, Professional affairs secretary*

#### **15. Leadership and advocacy for conferences without conflicting sponsorships**

WPHNA will provide leadership in advocating this approach (and other ethical positions) to our public health partners and will publish a policy statement and guidelines on conflicts of interest on our website.

*Responsible: President, External relations secretary, Conferences secretary*

#### *Objective 6*

#### **Provide support to members to advance their careers and to advance the in-country status of and capacities in PHN**

From its foundation, one of WPHNA's main purposes has been to strengthen the capacity and status of the profession of public health nutrition worldwide, and especially in the global South. Competency standards for public health nutrition professionals and a member certification scheme have been established. A position paper on scaling up public health nutrition capacity in LMIC has been published. An EC position with a focus on the Africa region has been established. Work to promote and expand these activities is now needed. Notices of job advertisements relevant to PHN will be posted on the WPHNA website and other social media.

#### **16. Certification promotion campaign**

An active campaign to promote certification to members and to the broader community of policy and decision makers will be initiated via the newsletter and website by July 2017.

*Responsible: Professional affairs secretary, Communications secretary, Regional secretary for Africa*

### **17. Task force on scaling up public health nutrition capacity in lower and middle income countries**

A task force chaired by the Professional affairs secretary or her deputy will advance work commenced at the Cape Town World Nutrition Congress to provide guidelines for competency standards and delivery modes for curriculum to scale up public health nutrition at community level. The task force will report by October 2017.

*Responsible: Professional affairs secretary, Regional secretary for Africa*

### **18. Register of online courses**

A registry of online courses that address key content areas and competency standards for public health nutrition will be established and maintained on the WPHNA website by March 2018. The registry will identify potential target groups for the courses, for example, PHN professionals, nutrition managers, frontline workers), but initially will not provide critical reviews. The registry may be a forerunner to a future course accreditation scheme.

*Responsible: Professional affairs secretary, Communications secretary, Regional secretary for Africa*

### **19. Task force on opportunities and needs in Africa**

A task force will be set up to examine opportunities and needs in Africa, and will report by September 2017. Task force members will include WPHNA members from Africa or with extensive experience in/of Africa. It will progressively attempt to include members from North, East, West, Central and Southern Africa (see Membership) and to increase Africa-based members, members' certification and regular contributions to the WPHNA home page and to *WN*. It will also work with the Professional Affairs task force to address needs for capacity building and promotion of recognized credentials for the profession.

*Responsible: Regional secretary for Africa, Professional affairs secretary, Membership secretary*

## *Objective 7*

### **Establish new and strengthened strategic partnerships**

External affairs involves aiming for and maintaining good relations with chosen global, national and regional organizations, including UN agencies, grass roots and public interest civil society organizations and other professional organizations including research and training centers. This will include promoting good mutual understanding, sharing website and journal links, announcing and/or co-sponsoring meetings and eventual joint development and promotion of public policy positions worked out in partnership and discussing means of controlling and reducing conflicts of interest. Media releases from the Association will often be done in partnership with other organizations. The communications and publications secretaries, and also the conferences secretary and professional affairs secretary, will thus also be closely involved.

#### **21. Strategic partnerships plan**

The External Affairs secretary will lead a consultation with EC and WPHNA members and with relevant others to identify priorities and opportunities for proactive development of strategic partnerships to advance the aims and objectives of the Association. This will occur by August 2017 and will provide the basis for planned actions thereafter.

*Responsible: External affairs secretary, President, Policy secretary, All EC members*

#### **22. Monitoring and response to global and other relevant affairs**

A proactive plan will encourage the establishment of opportune partnerships in response to emerging issues. All EC and WPHNA members are encouraged to monitor global, national and regional events to identify partnership opportunities that may be pursued following the aims of the Association.

*Responsible: External affairs secretary, President, Policy secretary, All EC members*

## *Objective 8*

### **Develop and promote WPHNA policy positions**

This work will involve the development and promotion of policy papers usually in response to or in anticipation of public events, and often in partnership with other organizations. WPHNA will also provide regular attention to ongoing issues, such as the UN Decade of Nutrition, using the website, the newsletter, its social media

outlets and WN. WPHNA should not seek to take the lead in any areas already worked on well by other organizations but, instead, in those cases, be supportive and lend support. WPHNA will not work in partnership with organizations whose interests are severely conflicted or are in serious competition with the goals of public health nutrition.

### **23. Policy statement and guidelines on conflicts of interest**

The EC has committed to supporting the development and publication on our website of a policy statement and guidelines on conflicts of interest, to be completed by May 2017. The EC will also provide leadership in advocating this approach (and other ethical positions) to our public health partners.

*Responsible: President, Policy secretary, All EC members*

### **24. Defining policy priorities**

The immediate task is to identify which, among the vast number of policy areas, the Association should continue to focus on, or initiate action on. Those listed here for consideration and discussion are generally those in which the Association has already been engaged in, including in the form of regular commentaries and other coverage in *World Nutrition* on issues pertaining to the social, economic, political and environmental, as well as the biological and behavioral determinants of nutrition. Other topics listed here were suggested in the member consultation. They are not presented in any particular order. They are already too many to focus on effectively in this first year plan. The projects and policy secretary will work with the EC to identify some three policy areas from the shortlist (shown with an asterisk\*) to more actively work on for the year. Progress will only be made in these and any other areas if an EC member or somebody else appointed by the EC champions them.

- Food sovereignty
- People`s movements
- The right to adequate food and nutrition \*
- Poverty and its implications
- Breastfeeding
- Vitamin A and the universal supplementation program \*
- Big Food, Big Soda and Big Sugar \*
- Transnational corporations
- Ultra-processing \*
- The causes of obesity and diabetes \*
- Ready to use therapeutic foods
- Sustainable food-based programs, policies, and dietary guidelines \*

- Climate disruption and its effects
- PHN and environmental considerations
- The needs of displaced populations
- The UN Decade of Nutrition and the Sustainable Development Goals \*
- SUN (Scaling Up Nutrition) \*
- Philanthrocapitalism
- The governance of UN agencies
- Deliberations of the Codex Alimentarius

*Responsible: Policy secretary, President, All EC members or delegates*

## **ADDENDUM ONLY FOR EC MEMBERS**

### ***Financial support***

EC members whose responsibilities may include justified expenses will be granted advances as agreed by the EC for necessary expenses. They will report on expenditures in their quarterly reports to the Treasurer and to the EC (see below).

*Responsible: Treasurer, all*

### ***Meetings***

EC meetings are by skype and will be held monthly, timed at 90 minutes, with times for agenda items specified. All EC members are asked to introduce items related to their responsibilities and are asked to provide a progress report once a quarter. Once discussed and agreed by the EC these progress reports will be edited for inclusion on the WPHNA website.

Agenda and agenda papers for meetings need to be circulated by the Executive Secretary three days before meetings and notes of meetings with decisions for action should be circulated in the week following meetings. Decisions will be by consensus. Disagreements will, if necessary, lead to postponement to a later meeting for resolution.

EC members are expected to attend all meetings. If a member is not able to attend a meeting, and does not have a deputy, the general secretary should be notified as early as possible, and the member should send comments on the agenda and decisions for action.

*Responsible: General secretary, all*

### **Membership**

A special letter will be sent to those in the 491 members list who are not paid up encouraging them to do so. Those from high income countries who fail to do so will be removed from the members list.

### **Membership lists**

Membership lists will be kept up to date and circulated quarterly to all EC members.

*Responsible: Membership secretary, Treasurer*

SEE Annex below

## **Annex:**

*What current and past members have asked for the next three years.*

If any WPHNA member wants to work on any of these topics, contact the WPHNA Secretary (

*We will make this a newsletter piece.*

Here is a sample of what mail-surveyed members suggested in late 2016 for the Association to get involved-in and/or do in the next three years, in no particular order and including both pointed and relatively vague suggestions.

As can be seen, many of these ideas have been incorporated in the 2017/2018 work plan now agreed by the EC.

A request to members: If your ideas have been included in the annual work plan, please write to the Association's secretary Betty Sterken at [info@infactcanada.ca](mailto:info@infactcanada.ca) stating how you can help to achieve them. Or if they have not been included, or if you have new ideas, make these as concrete and time-based as possible and send them to the secretary, again with details of how you can help to achieve them. The more you can offer and achieve, the greater the chance of success for the Association.

### **General:**

- Become a facilitator of a unifying voice.
- Come up with a clear code of ethics.
- Engage volunteers.
- Facilitate the entry of younger members and give greater participation of southern professionals.
- Foster general global and local debates on issues that need multiple outlooks.
- Engage in mentoring of young members.
- Move our peers to a more proactive position to influence policy at all levels.
- Have our association become the champion in calling for the fulfillment of the RTF + Nutrition.
- Prioritize fewer objectives and build on them.
- Update members on advances in the field.
- Welcome and encourage members' out-of-the-box thinking (i.e., all suggestions for posting in the website and for publishing in WN will be considered by the EC, by the communication's secretary and/or by WN's Editor respectively).
- Welcome diversity of opinions.
- Provide a certificate of membership.

### **Advocacy:**

- Be a voice of reason in the policy dialogue.
- Influence global policies.

- Participate in selected legislative and regulations-setting processes, e.g., on food labeling.
- Prepare position statements on key issues.
- Promote action on cross-cutting nutrition concerns.
- Promote sound dietary guidelines compatible with sustainable food futures.
- Protect and promote home cooking and traditional culinary practices.
- Place nutrition in the high level political agenda.
- Raise the profile of PHN.
- For this advocacy functions, prepare good, ready-to-use PHN messages.

### **Campaigns:**

- Consider and propose to members the launching of campaigns on specific issues.

### **Communications:**

- More publicity to promote the Association is needed.
- Help create more momentum for the association.
- Improve the website and social media outlets.
- Big push on infant feeding practices, breastfeeding, adolescent nutrition.
- Continue with the monthly newsletter.
- Organize video conferences.
- Provide access/links to relevant nutrition data.
- Publish occasional summaries of there the Association is and is going.

### **Human rights:**

- Engage in actions to promote social justice against health and nutrition disparities.
- Provide education on HR and right to food (RTF) issues and their application to policy making.
- Address the vital key political issues that keep malnutrition unresolved.
- Advocate for positions to be taken by PHN professionals –including on sustainable food systems and the realization of the RTH (i.e., advocating for specific PHN issues that receive too little attention).
- Focus on the social determination of nutrition.
- Review/rewrite the objectives of WPHNA? Include that its philosophy is based on current human rights thinking and practice.

### **Local actions:**

- Local actions are missing in high income countries and our association should foster them more decisively.

### **Networking:**

- Pursue affiliation with not-conflicted country level nutrition associations and professional associations.
- Be a bridge between PHN, environmental, HR, social justice and agricultural organizations.
- Be a center for networking between members and with other organizations.
- Become a communications channels to both members and non-members alike.

- Bring together members interested in the same specific topics.
- Bring together those working in PHN. Global membership can share lessons learned.
- Engage with various public health organizations requesting they engage with us in advocacy.
- Establish solid links with social movements PHM, La Via Campesina, fisherfolks, consumers organizations...).
- Use networking to achieve greater visibility.
- Provide more opportunities for members to network (List-server? webinars?)
- Reach out to native Spanish and French speakers.
- Reach the organizations of the unreached.
- We must talk beyond those already converted.
- Use various media and personal contacts to expand our network.

### **Organization:**

- Define maximum 3 priority issues. Define working groups for each of these with senior and junior members.
- Define our strategy democratically.
- Regularly update members on Association news and WPHNA initiatives.
- Organize thematic working groups to advance key priority issues.
- Establish a WPHNA 4-yearly award.
- Take policy positions and disseminate them.
- Publish position papers on hot issues.

### **Private sector:**

- Encourage members to cut ties with conflicted private sector donors.
- Always address CoI problems in the realm of PHN.
- Engage in combatting Big Food's negative role in PHN.
- Engage in control of marketing measures, e.g., taxing ultraprocessed foods.
- Keep our independence from external influences by the private sector.
- Denounce the nutritional causes of NCDs, as well as children's exposure to aggressive food marketing.
- Promote negotiations with the food industry towards the prevention of NCDs. (Addressing the obesity epidemic).

### **Research:**

- Provide ideas for using evidence from research to influence policy.

### **Social protection:**

- Promote food sovereignty and nutrition issues leading to improved social protection.

### **Technical support:**

- Provide technical and other support to members in low income countries as they so request.

**Training:**

- Work with likeminded organizations to influence and review nutrition curricula in universities. (Focus on “we know what to do, but do not know how to implement it”).
- Be a prime agent in the knowledge transfer to our members.
- Give priority to and engage in leadership training of young members.
- Offer career advice to young colleagues.
- Primarily commit to more training in preventive activities on all forms of malnutrition.
- Promote the teaching of PHN as a subject.
- Provide links for available e-courses.
- Set professional and training standards in PHN.
- Support continued professional development.
- Train the volunteers applying.