



Canadian Association
for Global Health
Association canadienne
pour la santé mondiale

Strategic Planning Working Group (SPWG) Report of the Strategic Planning Process June – October 2023

Introduction

In the five months between May and October 2023, the Strategic Planning Working Group of the Canadian Association for Global Health undertook a strategic planning process. This process included a strengths, weaknesses, opportunities and threats (SWOT) analysis with members and the Board of Directors as well as a series of five guided discussions and document reviews. The results of this process are distilled in the following summary. We present our vision, mission and core functions, each with small edits from our previous versions. We also present our renewed understanding of the specific niche CAGH holds in the global health ecosystem. We are proposing a framework of four strategic directions for CAGH during the 2024-2029 period with a mid-point review in 2026. Please join us in reading and supporting these strategic directions for CAGH. We welcome your contribution and look forward to collaborating on these ideas and initiatives as we collectively strive for global health equity.

Thank you to the members of the Strategic Planning Working Group for their dedication and insights during this process.

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For comments or questions about this document or the strategic directions of CAGH, please reach out to info@cagh-acsm.org.



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Vision

A vibrant global health community championing a healthier and more equitable world.

Mission

To connect, engage, and mobilize a strong global health community across Canada and internationally in support of health equity.

Niche

(Pillar 1) **We are conveners** - CAGH brings diverse people together to enhance global health and equity. We share knowledge across the research-practice nexus and convene for global health training, networking, project work, advocacy and more.

(Pillar 2) **We are partners** - CAGH is a partner in developing and implementing global health initiatives. We work in collaboration with Canadian, international, and LMIC partners. We also partner with governmental and non-governmental organizations striving for a common vision of global health equity.

(Pillar 3) **We are champions** - CAGH catalyzes and advocates for action and positive change in global health. We speak out, we engage and we champion causes in support of global health equity.

Our proposed tag line therefor is:

Canadian Association for Global Health — Convener, Partner, Champion.

Association canadienne pour la santé mondiale - Rassembleur, Partenaire, Champion.

Thirty-second summary: CAGH is a global health convener, partner, and champion. We bring people together and partner with multiple actors in the global health ecosystem enhancing actions, collaborations, networks, resource mobilization, and the creation and use of knowledge. We are champions for global health equity.

Core functions:

The core functions of the organization are:

- Convening and networking
- Collaboration and partnership
- Creation, use, and exchange of knowledge
- Capacity sharing and strengthening
- Championing positive change in global health



During the period between January 2024 and December 2029, we will focus on four strategic directions as an organization.

CAGH As Convener

Living out our role as global health convener over the next five years will require CAGH to reflect on the activities it currently does as well as develop a set of new activities with this focus. The Canadian Conference for Global Health (CCGH) has been an annual flagship event for CAGH. In it we have convened researchers, practitioners, policy makers, students and others around a select global health theme each October/November. CCGH will remain a focus of our organization with the desire to strengthen and grow the opportunities and potential that is associated with this annual gathering. But we know that CAGH has so much additional potential as convener as well. CAGH currently convenes more than twenty Canadian university representatives in a University Advisory Council (UAC). With this new strategic plan, we are committing to continuing the UAC and will strive collectively to find more ways for it to be leveraged and central to the work of the organization. CAGH also has a strong network of students and emerging professional (SEP) members and regional or local SEP and CAGH student chapters. This kind of convening remains critical to the mandate of CAGH and we will remain focused on supporting these structures and initiatives. There are also many other potential opportunities for CAGH to play a convening role.

Over the next five years, we aim to see CAGH leveraging its ability to bring people together in different ways to support global health equity. We commit to assessing existing convening activities and to launching an exploration with our members of new potential opportunities for CAGH to live out its mandate as “convener”. The Board of Directors, Executive and staff will commit to undertaking this exploration in the first year of the next strategic cycle (2024) cycle, and then to move towards implementing some of these new ideas in the remaining years of the plan. We also recognize the interconnection of this strategic direction with the fourth direction related to governance and financial sustainability and we will ensure that these two pillars are considered simultaneously.

CAGH at Partner

CAGH evolved from two organizations (the Canadian Coalition for Global Health Research [CCGHR] and the Canadian Society for International Health [CSIH]) who had very long histories of global health partnerships. As an organization, partnership remains a central function and we will strive to continue this over the next five years, strengthening existing partnerships and developing new ones. CAGH has been a partner on several global health initiatives. CAGH is among the non-African Partners of the Consortium for Advanced Research Training in Africa (CARTA), and has a representative at the Consortium of Universities for Global Health. Also, we are contributing to advocating for a Canadian global health strategy in partnership with the Center for Global Health at the Dalla Lana School of Public Health. Furthermore, we are in regular contact with Global Affairs Canada, the Canadian Tri-Council funding agencies, Grand Challenges Canada and organizations such as the Canadian Partnership for Women and Children’s Health (CanWACH) so that we are aware of and create opportunities for future partnership. We have partnered with Global Affairs Canada, the International Development Research Centre, the Canadian Institutes for Health Research, and the Public Health Agency of Canada and others on aspects of the Canadian Conference on Global Health and we aim to continue and grow these partnerships as well.



Again, we recognize the interconnection of this strategic direction with the fourth direction related to governance and financial sustainability and we will ensure that these pillars are considered simultaneously. Over the next five years, CAGH will continue to be a valued contributor in global health partnerships and we would aim to regularly and successfully be undertaking work with others in the global health ecosystem. We will also leverage our experience in partnership assessment and strengthening (such as with the Partnership Assessment Tool) in this work. It will be essential to continue networking and communications to ensure maximum awareness about CAGH as an active and potential partner. Over the next five years, we will prioritize time and resources towards partnership building.

CAGH as Champion

The third strategic direction is to deepen the work and identity of CAGH as a vocal advocate and organization that speaks out around global health inequities. With this pillar of work, we aim for CAGH to be determining and stating positions on global health issues and helping to bring voices together to strengthen messages and necessary actions towards global health equity. A significant aspect of this strategic direction is the development of various forms of communication including evidence and policy briefs, traditional and social media content, reports, position papers, short videos, letters to the editor and others. CAGH will strengthen its identity as a global health champion with government, and in the research and practice communities. Our communications will raise interests and awareness around global health issues. Over the first 12 months of the strategic planning period (so whole of 2024), we will create a list of ways that CAGH can operationalize its role as Champions in strong and diverse ways.

It is critical that CAGH members are active in all pillars of the organizations work. As CAGH further develops its role as global health champion, it will find additional ways to involve members, amplifying voices and issues and work in collaboration with current and potential members.

Strong Governance and Financial Sustainability

We understand that predictable and sustainable funding streams that support strategic directions are critical for a strong organization. So too are effective decision-making processes and clear communication to maximize resources, outputs and opportunities for innovation and collaboration. CAGH will continue to place strong governance and financial sustainability at the centre of its work. We will prioritize long term stability and decisions that will continue to place CAGH on strong governance and financial foundations.

Summary

These four strategic directions will guide the work of CAGH over the next five years. We will commit to creating a detailed implementation plan (with evaluation metrics) within the first 12 months of the plan. We will assess our progress and make any necessary adjustments at the mid-way point. It is a distinct hope that these directions will effectively progress the work CAGH has been doing as convener, partner, and champion and it will ensure strong governance and financial sustainability now and into the future.



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We welcome your comments and feedback on these strategic directions. Please reach out to CAGH to provide input or get further involved! info@cagh-acsm.org.