



World Obesity Federation

Strategic Plan 2020–2025

Draft as of 16.04.2019

Mission of World Obesity Federation

To work with and through our members and partners, to achieve the global targets on halting the rise of obesity and to shape the global narrative, through research, education and policy efforts to prevent and manage obesity in low-, middle- and high-income countries.

1. About the World Obesity Federation

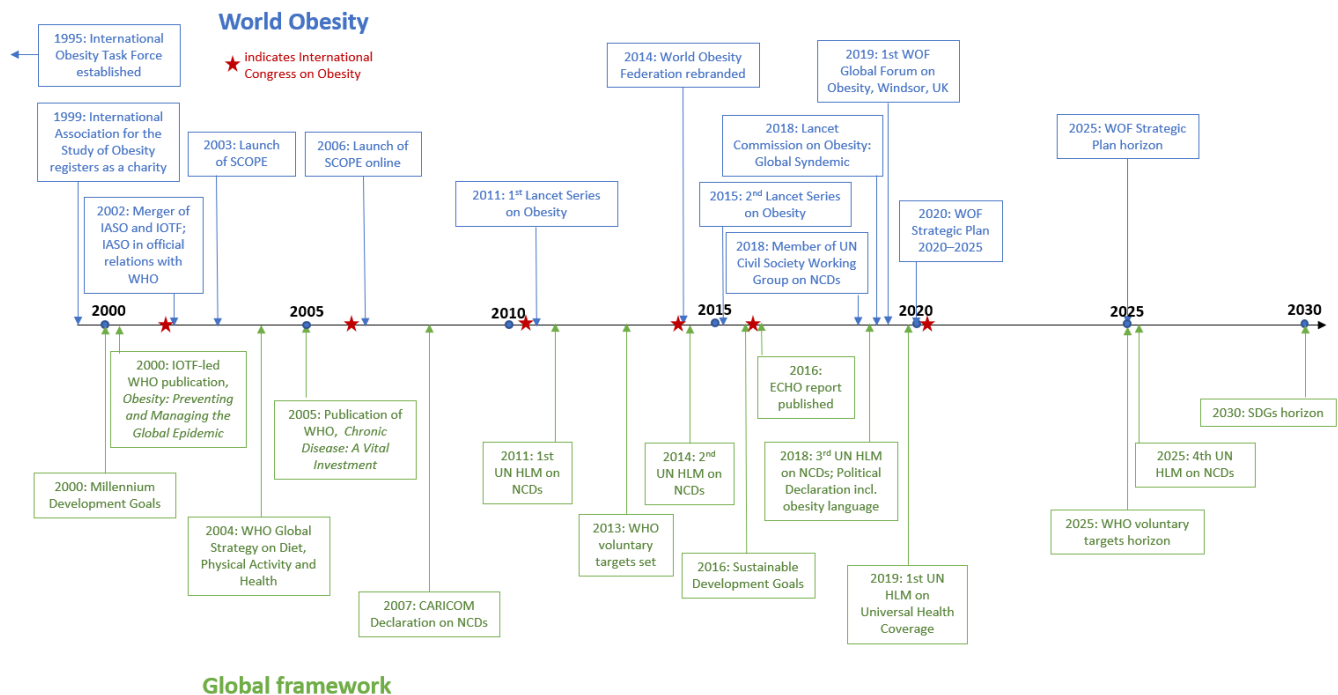
The **World Obesity Federation (World Obesity)**, formerly the International Association for the Study of Obesity and the International Obesity Task Force, is the only organisation focused exclusively on obesity worldwide. World Obesity represents stakeholders in high-, medium- and low-income countries, including experts, advocates, patients and practitioners. It is a lead partner to global agencies on obesity, including the World Health Organization (WHO) – with which it has formal consultative status, approved by the World Health Assembly. This enables World Obesity to align members to drive and support obesity-related targets within the UN system as well as through the Global Syndemic¹ recommendations of the Lancet Commission on Obesity. The World Obesity Federation takes a holistic view of obesity from cause and prevention to treatment.

In late 2017 a stakeholder review acknowledged the need for a global organisation focused on obesity and the kinds of initiatives that World Obesity already leads – convening of stakeholders, policy curation and support, data generation and translation, education, and advocacy including World Obesity Day. The review also called for much greater member engagement. There was enthusiastic agreement with this at the Global Obesity Forum, with participation from major obesity organisations from around the world, in March 2019.

The external environment has changed significantly since IASO and IOTF were founded, with new policy commitments as well as new developments in the science of prevention and treatment, and the time is opportune for an ambitious and focused new strategic plan.

¹ Linking obesity, undernutrition and climate change.

The following timeline shows internal and external milestones since 2000 and through to 2030.



World Obesity is working with partners and stakeholders to change the obesity narrative, including updated language describing individuals living with obesity, improved understanding of differences across populations, recognition of obesity as a disease, and a common definition of obesity from a scientific perspective.² At the same time, global commissions, targets and policy frameworks approved by the UN and WHO have reframed obesity as a global challenge calling for global solutions, and there has been great support for World Obesity to help mobilise its constituents and drive progress on these targets.

The World Obesity Federation consists of its members, its committees, its secretariat, and the wider community of people and institutions engaged in obesity.

2. The Next Phase: 2020–2025

The consultation and working groups have recommended that World Obesity align its five-year plan around the global targets, given that 2025 is the deadline for two of the four global targets and frameworks.

A. Global Targets

1. WHO targets adopted in 2013 and 2015: zero increase in adult and childhood obesity prevalence by 2025.
2. Sustainable Development Goal (SDG) 3.4: one-third reduction in premature non-communicable disease (NCD) mortality by 2030 – and role of obesity in achieving this.

² Currently rates of obesity are tracked based on body mass index (BMI) criteria. This is an acceptable surrogate for abnormal excess body fat, especially when population specific cut-points are used. However, for assessing an individual's body fat status, a better clinical definition is to use BMI, waist circumference and traditional risk factors to make a clinical diagnosis of obesity as abnormal excess body fat that impairs health.

3. Sustainable Development Goal 2.2: to end malnutrition in all its forms.
4. Policy recommendations from global frameworks such as the WHO Commission on Ending Childhood Obesity (ECHO), including calls to address marketing to children, advance physical activity and deliver school-based programmes, among other strategies

B. Strategic Goals

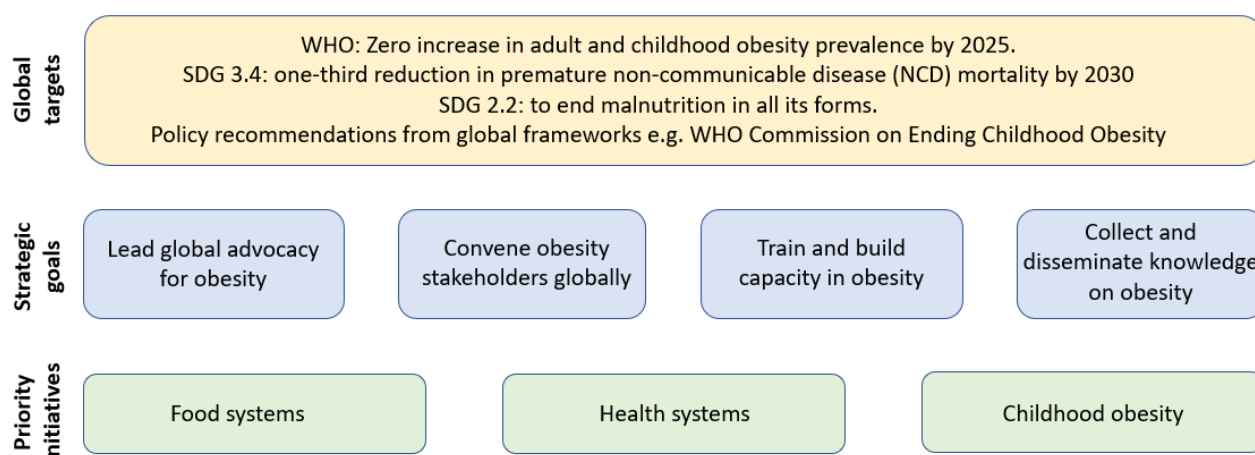
1. **Lead global advocacy for obesity**
2. **Convene obesity stakeholders globally**
3. **Train and build capacity in obesity**
4. **Collect and disseminate knowledge on obesity**

The activities that fall under each of these Strategic Goals are listed in the Appendix.

C. Priority Initiatives

Priority initiatives are those topics or issues that cut across the Strategic Goals and help to deliver against the global targets. The priority initiatives will be reviewed periodically to: ensure the impact of World Obesity's work globally and (where appropriate) in-country through member organisations; ensure that the initiatives continue to be of relevance globally; and respond to any new areas of concern identified by World Obesity's members that could form new priority initiatives. They have been selected in response to current global needs and address key gaps in evidence, policy and action:

- **Food systems:** This includes advocating for and implementing recommendations of the Global Syndemic for nutrition and climate change.
- **Health systems:** This include Universal Health Coverage (UHC) (aligning with WHO's aim for 1 billion more people to benefit from UHC by 2023), MAPPS health systems, advocating for obesity as a disease, and producing recommendations and guidelines.
- **Childhood obesity:** This includes global advocacy and coordinating of strategies and programmes, development and monitoring of policy, training and convening.



D. Motivating Principles

World Obesity's motivating principles encapsulate the values of the organisation and guide all its work:

- Person-centred: ensure that people living with and affected by obesity are at the heart of all that World Obesity does
- Obesity is recognised and framed as a disease
- Evidence-based: grounded in the most recent and proven science
- Trust: foster an environment in which World Obesity and its members operate transparently and avoid conflicts of interest (as set out in the World Obesity Financial Relationships Policy)
- Integrated approach: incorporate prevention, management and treatment across the lifecourse from preconception to end of life
- Collaborative: work inclusively and openly with and through members and partners

E. Activities and performance indicators 2020–2025

Activities and performance indicators for each of the Strategic Goals are listed in the Appendix.

F. Value Proposition

The World Obesity Federation is the global voice dedicated to the advancement of evidence-based obesity policy, prevention, management and treatment. World Obesity is the trustworthy convener of obesity stakeholders across sectors and geographies, building national and regional capacity, monitoring global progress, creating and translating evidence, and catalysing and aligning resources to address obesity. World Obesity enables its members and partners to identify new transformative opportunities, share and amplify best practice, and act synergistically for greater local, national and global impact.

3. Financing and Funding

World Obesity's funding and strategy includes private sector, government and foundation funding, largely for restricted projects. Events funding has supported educational programmes but is, in general, at a break-even level. The main challenge continues to be the need for unrestricted funding to support advocacy and an ability to respond to opportunities, align efforts and convene stakeholders. A wider network of members will be essential to addressing this. At the same time, **World Obesity must continue to engage in a three-pronged strategy of increasing its own resources, increasing the efficiency of resources through strategic alignment, and advocating for overall increased resources for obesity-related programmes to benefit the wider community.**

4. Membership and Governance

In order to deliver the new strategy and harness the expertise and commitment of its members and wider network, World Obesity will need to change some elements of its membership and governance. This will require a stepped approach, with a set of principles proposed to ensure that governance and membership are fit for purpose.

A. Proposed principles: membership

In order to effectively influence global targets, more and different types of organisations must be included in the World Obesity Federation membership. This strengthens advocacy and coordination at the national level, where the impact and achievement of the global targets will be measured. This has started with the approval in 2015 for associate members as well as advocates, who are actively engaged in World Obesity advocacy and activities. The following are suggested principles for membership.

- A diversity of members engaged in obesity research, prevention, and advocacy, to include professional organisations, patients, public health groups, and the broader global health and development community with a focus on obesity;
- A broad and balanced geographical representation to ensure organisations across the world and with access to different levels of resources actively contribute at national and regional levels;
- Explicit representation by people living with obesity as members, stakeholders, and as part of governance including the Executive Committee
- A simple, inclusive and transparent model, including accessible membership fees and a clear offer of relevant benefits for different membership types (including voting rights);
- Consideration for more committed members to be engaged at a higher level through a complementary partnership offer.

B. Proposed principles: governance

- Articles of Association that mirror changes to the strategy and membership, clearly setting out the rights and responsibilities of membership
- Representation across disciplines and geographies
- Clear terms of reference for all positions, including terms and expectations
- Committee structures that ensure expert input to all World Obesity initiatives, with subcommittees to focus on specific areas
- Clear delegated authority across committees and staff
- Fiscal transparency including through the financial relationships policy

5. Risk and Mitigating Strategies

The plan has considered any risks inherent in any changes to the current programme of work, as well as risks associated with inaction and the usual challenges around funding and political environment, including the impact of Brexit. Reporting of risks will be managed through a regular risk report.

Appendix

The following chart outlines the Strategic Goals, and the specific actions to be led by World Obesity Federation and by its members and colleagues to achieve these Goals. The proposed indicators include a combination of external outcomes (in italics) that World Obesity would help to influence – e.g. countries reporting progress on obesity – and outcomes for which World Obesity is directly responsible. The timeframe is 2020–2025.

The priority initiatives described in the document – health systems, food systems and childhood obesity – will be incorporated into these actions and, because these priority initiatives are reviewed regularly, may evolve or change within the five-year period.

| Strategic Goal | Activities | Priorities and role of WOF | Role of members and partners | Performance indicators |
|----------------------------------|---|--|---|---|
| Lead global advocacy for obesity | Partner with WHO and UN agencies on obesity and Global Syndemic | <ul style="list-style-type: none"> • Work with obesity stakeholders across the globe to reframe obesity narrative and definition (disease, how measured, cross-sector approach across prevention and treatment, link to climate change agenda) • Engage with broad set of organisations to support advocacy • Monitor targets for health and nutrition • Support members to ensure obesity in national plans | <ul style="list-style-type: none"> • Work together to reframe obesity narrative and definition (disease, how measured, cross-sector approach) • Advocate with WHO regionally and collect data at national level • Ensure obesity in national plans | <ul style="list-style-type: none"> • Number and reach of publications with new narrative and updated definition • <i>Policies implemented in line with UN recommendations</i> • <i>Number of countries reporting progress (preferably disaggregated) on obesity</i> • <i>Number of countries on course to achieve targets</i> |
| | Act as coordinator of World Obesity Day | <ul style="list-style-type: none"> • Coordinate activities • Develop theme (with Steering Committee) and comms • Increase participation and reach | <ul style="list-style-type: none"> • Involvement on Steering Committee • Support and deliver World Obesity Day, including through engagement of national media • Report to World Obesity on activities and impact | <ul style="list-style-type: none"> • Number of activities • Number of media stories • Social media reach • <i>Policy objectives met in cases where World Obesity Day is linked to a policy ask</i> |

| Strategic Goal | Activities | Priorities and role of WOF | Role of members and partners | Performance indicators |
|--|---|---|---|--|
| | Serve as conduit between global goals and national actions through the work of members and colleagues | <ul style="list-style-type: none"> • White papers and resource clearinghouse on national actions, including making the case for how global goals benefit national efforts • Hold regional dialogues to highlight obesity priorities in different geographies • Participation in events and consultations by other stakeholders (including WHO global and regional) to ensure obesity is a priority | <ul style="list-style-type: none"> • Engage in national action to advocate for and implement obesity-related policies | <ul style="list-style-type: none"> • Number of SCOPE Schools to support specific regions and topics • Number of health systems mapped and disseminated • Number of national and regional policies and implementation strategies that are collected and shared as case studies and models • ECHO recommendations tracked • <i>Number of countries with national obesity plans and strategies</i> |
| Convene obesity stakeholders globally | Hold annual Global Obesity Forum | <ul style="list-style-type: none"> • Convene Forum annually • Work with stakeholders to identify key topics and priorities including prevention, treatment, childhood obesity, nutrition etc. | <ul style="list-style-type: none"> • Serve on steering group • Propose topics and priorities • Participate | <ul style="list-style-type: none"> • Number of participants and geographic regions represented • Level of positive feedback • Tracking new initiatives catalysed at the Forum (with or without WOF involvement) |
| | Host, grow and support networks for stakeholders including patients, scientific and professional organisations, governments, private sector | <ul style="list-style-type: none"> • Build capacity for new organisations and networks, starting with Gulf Network • Support patient groups through Global Patient Obesity Summits and the Global Patient Network portal • Engage in regular dialogue with discrete stakeholder groups | <ul style="list-style-type: none"> • Participate in World Obesity events • Lead cross-sector dialogues nationally | <ul style="list-style-type: none"> • Number of new organisations involved • Visits to Global Patient Network online portal • Positive feedback from the networks |

| Strategic Goal | Activities | Priorities and role of WOF | Role of members and partners | Performance indicators |
|---|---|---|--|---|
| | Engage specific stakeholders including young people and people with lived experience of obesity | <ul style="list-style-type: none"> Initiate policies, papers and meetings including people with obesity and young people Support young people and disseminate globally through youth-focused website* <p>* A deliverable of the Horizon 2020 EU projects.</p> | <ul style="list-style-type: none"> Establish policies for engaging people with obesity and young people | <ul style="list-style-type: none"> Number of policies engaging people with obesity and young people Number of young people and people living with obesity attending and leading sessions at WOF events Number of papers with specific stakeholder involvement in authorship Visits to youth-focused website |
| Train and build capacity in obesity | Increase professional expertise and capacity through SCOPE | <ul style="list-style-type: none"> Continue to deliver, expand and sustain the quality and reach of SCOPE online and SCOPE Schools Instigate new innovative delivery systems | <ul style="list-style-type: none"> Shared education strategies Joint initiatives | <ul style="list-style-type: none"> Number enrolled in SCOPE online Number certified Number of SCOPE Schools and participants at each School Level of increase in number and geographic reach Number of new academic partnerships |
| | Support new obesity professional organisations and networks in underserved regions | <ul style="list-style-type: none"> Identify and help to build networks | <ul style="list-style-type: none"> Train and partner with new organisations | <ul style="list-style-type: none"> Number and effectiveness of new organisations |
| | Engage and empower patient and professional advocates in low- and middle-income countries | <ul style="list-style-type: none"> Identify and build capacity of individuals and organisations | <ul style="list-style-type: none"> Train and partner with new organisations | <ul style="list-style-type: none"> Number of advocates engaged <i>Impact measures to be determined</i> |
| Collect and disseminate knowledge on obesity | Update and build the Global Obesity Observatory and MAPPS health systems information | <ul style="list-style-type: none"> Number of new countries mapped, report cards, updates including policies mapped | <ul style="list-style-type: none"> Provide information to World Obesity on publication and as requested | <ul style="list-style-type: none"> Number of MAPPS report cards Number of website hits |

| Strategic Goal | Activities | Priorities and role of WOF | Role of members and partners | Performance indicators |
|----------------|---|--|--|--|
| | Strengthen and share evidence on how to address obesity | <ul style="list-style-type: none"> • Collate data on prevention (e.g. SSB taxes; ECHO) and management (e.g. UHC), including best practice and case studies • Package and disseminate information through policy dossiers and briefings | <ul style="list-style-type: none"> • Contribute local, regional and national data and case studies • Participate in webinars • Disseminate the evidence nationally and regionally | <ul style="list-style-type: none"> • Number of policy dossiers and briefings |
| | Disseminate evidence through high-quality and high-impact journals and other media channels | <ul style="list-style-type: none"> • Increase quality and impact of <i>Obesity Reviews</i>, <i>Clinical Obesity</i>, <i>Pediatric Obesity</i> and <i>Obesity Science and Practice</i> • Work through media channels – e.g. op-eds, blogs | <ul style="list-style-type: none"> • Contribute to journals • Contribute to media channels e.g. op-eds and blogs, including co-authoring with World Obesity | <ul style="list-style-type: none"> • Journal Impact Factor • Number of downloads and subscriptions • Number of op-eds |
| | Prepare scientific reviews and policy briefings for research groups (e.g. STOP and CO-CREATE) | <ul style="list-style-type: none"> • Publish reviews and briefings | <ul style="list-style-type: none"> • Contribute skills and expertise | <ul style="list-style-type: none"> • Reports, including peer-reviewed publications • Citations of the published reports |