



## Strategic directions

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### About the IUHPE

1. The International Union for Health Promotion and Education (IUHPE) is a unique worldwide association of individuals and organizations committed to improving the health and wellbeing of the people of the world and to reducing health inequalities. Our core mission lies in advocating the case for effective health promotion (including health education and community action) and the development and implementation of healthy public policy. The IUHPE is a knowledge-based organization which develops and delivers health promotion research, training and capacity building services to a broad range of clients.
2. The IUHPE has existed for over sixty years and remains a relevant and resilient organization. We are a global membership-based organization and as such maintain our professional independence whilst still working in close collaboration with UN agencies, other major intergovernmental institutions, non-governmental organizations, networks, national agencies, academic institutions and a broad range of practitioners in the field.
3. Our purpose is to influence and facilitate the development of health promotion knowledge, strategies and projects, and we do so through evidence-informed advocacy work.
4. The IUHPE provides an opportunity to build an international network that encourages the free exchange of ideas, knowledge and experiences, as well as facilitates the development of relevant collaborative projects at global, regional and local levels.

### **Strategic Directions 2015-2020**

5. This document is intended to provide focus and direction for activity by the Executive Board, the Regional structures, working groups, interest groups and networks of the IUHPE, as well as the Headquarters.

### Context and challenges

6. An overriding global concern for health promotion is to find effective ways to influence policies and practices that lead to improvements in health. Acting effectively to influence the distribution of social, economic and environmental

determinants of health is vital. Working closely with other global health-focused organizations is essential in this task as is a commitment to working with organizations outside the health sector, including from government, civil society and the private sector, across a range of settings. The WHO's Health 2020 policy highlights the importance of a health in all policies approach to improving health and equity, an approach that relies on a strong health promotion presence across the globe.

7. The organization's major strength lies in the quality of the skills and knowledge of its membership, and the capabilities of the Headquarters and Regional teams in securing and managing partnerships and resources to enable the organization to pursue its goals. The IUHPE aims to unlock this potential by enlarging and further involving its membership. The Regional structures have a key role in achieving the overall global strategy through regionally-focused priority actions, fundraising, membership development and contributing to global programmes and activities.
8. The organization demonstrates global leadership in health promotion and health education working alongside major partner organizations such as WHO, UNESCO, UNICEF, the World Bank, World Federations, the European Union, and others. We have for example participated in high-level meetings such as the UN meeting on –Non-communicable Diseases (NCD) in 2011, and the World Conference on the Social Determinants of Health in 2011.
9. As a global non-governmental organization, one of the IUHPE's strengths is its independence: we are able to present global perspectives on issues influencing the health and well-being of populations and be a catalyst for change.

#### Influencing policy agendas: advocacy

10. Official International organizations such as the UN and the WHO have a responsibility to promote the attainment of good health for the world's citizens. National governments across the globe have in place a variety of public health policies and health promotion structures. As a global organization outside the political dictates or environment of any individual country, the IUHPE is in a position to provide politically independent and technically sound expertise. Our intention is to strengthen our role in advocating for health promoting policies and programmes.

#### Supporting evidence-informed health promotion

11. In face of the growing pressure on public finances across the globe, there is a need to make the best use of resources: what are the best investments. There are several linked challenges. First is the need to ensure utilisation of existing high quality evidence of the effectiveness and efficiency of health promotion. Secondly there is a requirement for continued investment in the development and testing of scientific methods to enable the evaluation of the complex set of interventions that comprise effective contemporary health promotion. Thirdly, strengthening the capacity for implementation is essential. This implies a continued focus on workforce development.

12. An ongoing challenge for the IUHPE is to develop innovative ways of exchanging and translating this knowledge across cultures, contexts and regions. New developments in information and communication technologies will be pivotal in addressing aspects of this challenge.

## How we work

### Set priorities for action

13. We must make hard decisions about priorities, and invest our limited resources in pursuing strategic directions that address our priority goals and objectives. We have identified key areas for action.

14. The vision of the IUHPE is a world where all people achieve optimum health and wellbeing. It is a vision shared by our members and with other organizations, and one that can only be achieved by working in partnership.

15. The IUHPE's aim is to promote global health and wellbeing and to contribute to the achievement of equity in health between and within countries of the world. Our approach to achieving our vision and aim is set out under the following objectives.

### Objectives

16. The IUHPE has five objectives:

- To advocate for the policies and practices that will create greater equity in the health of populations between and within countries of the world;
- To help create and support effective alliances and partnerships that work towards the creation of health-promoting environments;
- To help make accessible in all regions evidence-based knowledge in health promotion;
- To promote excellence in policy and practice for effective, quality health promotion; and
- To encourage and support the development of high levels of capacity in individuals, organizations and countries to undertake health promotion activities.

### Strategic themes

17. The IUHPE will achieve its objectives by working across the following action areas:

#### I Advocacy and Partnership Building

- Gathering and presenting the evidence to enable advocacy to be conducted by the organization on a range of issues of international significance;
- Providing advice, evidence and information to governments and organizations about the implementation of effective health promotion structures, policies, and strategies;
- Advising countries on ways to develop and improve their capacity for health promotion action including on models of sustainable finance, and the roles and functions of national institutions for health promotion;

- Developing partnerships that will enable the organization to increase its influence in health promotion in international arenas;

## II Knowledge development, translation, exchange and dissemination

- Continuing to carry out, sponsor, and publish international reviews of evidence of effectiveness in health promotion – with particular emphasis on drawing together evidence from across the globe;
- Continuing to explore the most effective means by which to link evidence of effectiveness in health promotion to the formulation and adoption of public policy;
- Continuing to disseminate new learning and knowledge through publications, conferences, electronic exchange of information and experiences, training and mentoring;
- Strengthening the networks of people and institutions involved in health promotion throughout the world, and creating new ones when the need arises.

## III Workforce development

- Continuing to contribute to the professional development of health promotion practitioners, and to the development of the range, quality and effectiveness of health promotion across the world;
- Promoting quality assurance, competence and mobility in health promotion practice and education and offering professional recognition for health promotion practitioners and courses through accreditation;
- Providing opportunities for continuing education for members, in person and through distance learning to translate and exchange knowledge across the globe;
- Continuing to conduct projects and technical activities with a particular focus on synthesising and disseminating information about effective practice across the world.

## IV Membership development, engagement, and consultancy

- Increasing membership in all categories and across all regions of the world;
- Involving the membership (in all categories) actively in the work of the organization;
- Increasing the security of funding for the basic infrastructure of the global organization;
- Strengthening the working relationships between Headquarters and the Regional structures, and among the Regional structures;
- Facilitating interchange among members, regions and sectors to advance collaborative efforts across institutions, sectors, countries and regions as well as the sharing of lessons learned and application of learning;
- Expanding the role of paid members for consultancy as a means of increasing income and extending influence.

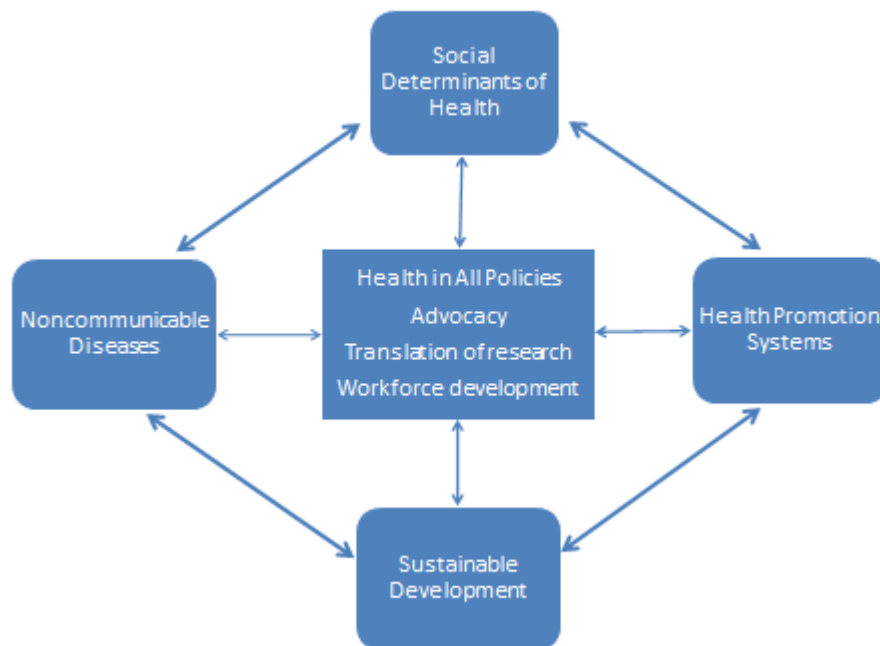
## Implementation

18. There are two aspects to the Executive Board's approach to implementation. We recognize that we cannot do everything and that we therefore need to be selective in decisions about what we take on. The Executive Board has previously agreed to focus our work on four priority areas:

- Tackling the social determinants of health
- Non-communicable disease prevention
- Strengthening health promotion systems
- Health Promotion in sustainable development,

19. Using the following strategies:

- i. Promoting a health in all policies approach
- ii. Advocacy for health promoting policies and programmes
- iii. 'Translating' research and evidence into useable knowledge and know-how
- iv. Supporting capacity building of the health promotion workforce.



20. In implementing its strategic direction the Executive Board will adopt a system of "strategy by simple rules". The intention is that a clear set of guidelines will be developed that will be used to streamline decisions about what activities the organization and its structures will take on. This will include the activities of the IUHPE's Working Groups, special interest groups, and Regions.