



IUHPE – UIPES

INTERNATIONAL UNION FOR HEALTH PROMOTION AND EDUCATION
UNION INTERNATIONALE DE PROMOTION DE LA SANTÉ ET D'ÉDUCATION POUR LA SANTÉ
UNIÓN INTERNACIONAL DE PROMOCIÓN DE LA SALUD Y EDUCACIÓN PARA LA SALUD

THE IUHPE WORK PLAN 2017-2019

This document outlines the proposed activities and initiatives that the Executive Board (the Board) of the IUHPE plans to deliver in the period 2017-19.

The Work Plan (the Plan) presents our proposed activities under Activity areas linked to four broad corporate themes. Our intention is for the Plan to be seen as an integrated document and an opportunity for the IUHPE regions and networks to work collaboratively and collectively in achieving our aims.

Why the IUHPE exists

Our overarching goal: To be seen and heard as the international voice of health promotion, which in turn means being a vibrant and relevant organisation that through our work and interactions adds value to members and partners.

The IUHPE's core mission lies in making the case for effective health promotion and the development and implementation of healthy public policy. Our purpose is to influence and facilitate the development and implementation of health promotion knowledge, strategies and projects.

We provide an international network that encourages the free exchange of ideas, knowledge and experiences, collaborating in the development and implementation of projects at global, regional and local levels. We work closely with other global, regional, and national health-focused organizations both in and outside the health sector, including from government, civil society and the private sector, across a range of settings.

Our 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.

The IUHPE has five strategic objectives that guide the organisation's work:

- 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.

Context

The year 2016 marks the 30th anniversary of the publication of the Ottawa Charter, a document that has given shape to the field of health promotion ever since through the establishment of its five guiding principles on health promotion action areas. Whilst those principles have stood the test of time and are as relevant today as they were in 1986, there have been significant changes in the world in which we live and work. In November 2016 delegates at the World Health Organization's (WHO) 9th Global Conference on Health Promotion adopted the *Shanghai Declaration on promoting health in the 2030 Agenda for Sustainable Development*, which was crafted specifically to recognize these changes. The intention to link and demonstrate the contribution of health promotion to the achievement of the Sustainable Development Goals (SDGs) and indeed to acknowledge the way that the ostensibly non-health SDGs contribute to improvements in health represents a significant development and opportunity.

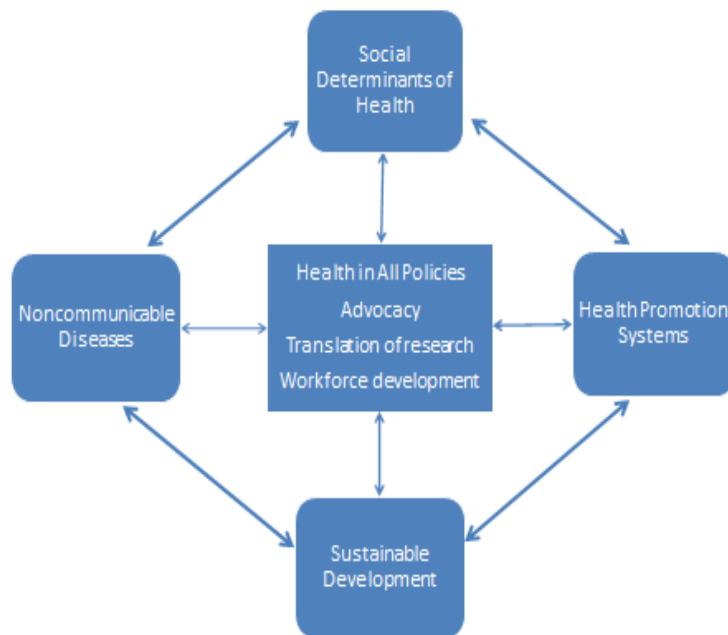
Another development is the recent growth of a research agenda that concerns delivery systems, population interventions and policy instead of documenting the importance and causes of problems. Under various labels such as implementation research and delivery science, or population health intervention research, or community health research, a growing number of researchers, decision makers, scientific editors and research funders gather to promote a science of solution. In most instances these new research developments foster:

- the integration of knowledge translation within the research process inviting knowledge users (decision makers and practitioners to be part of the research endeavours)
- the multi disciplinarity and the integration of multiple research methods and perspectives which make ample room for those from the social sciences
- the development of professional practice and decision making informed by research to increase impact.

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.

In doing so we have planned to use 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.



Broadly speaking these are still highly relevant to the new challenge presented by the Shanghai Declaration but we will be alive to the need to adapt to the new policy environment.

In the period 2017-19 the Board will pursue the following corporate themes as guiding principles that will underpin our approach to implementation of the Plan, and have been used to structure our Plan. These are:

Corporate theme	Activity areas
Extending our influence to make a difference	<ul style="list-style-type: none"> • Knowledge development and transfer • Capacity building and skill development • External relations and communications (partners and stakeholders) • Events • Publications
Engagement with and involvement of members	<ul style="list-style-type: none"> • Member development and internal relations • Communications • Events
Effective governance	<ul style="list-style-type: none"> • Governance arrangements • Planning and coordination • Achieving organizational stability • Financial planning and control • Fundraising • Administrative support (staffing and office)

Current structures and resources

Organizationally, the IUHPE has both limited financial resources and staff support (2.8 wte). In consequence we have acknowledged the need for our Board to be a 'working' board. We also have in place a set of working groups, interest groups and networks, regional structures and of course a wide membership base. This represents a considerable resource to support, utilize and engage.

Implementation of the proposed activities and indeed the future success of the IUHPE will depend on harnessing the totality of that pool of talent and expertise.

The IUHPE's goal is to transition from a membership-serving "only" association to a technical organisation as well that will lead and implement important projects in line with its mission globally. Indeed, with its global membership composed of professionals, decision makers, researchers and service delivery organizations, the IUHPE is uniquely positioned to remain a global leader delivering expertise and implementing projects that reach various relevant audiences and at various scales globally. To achieve this transition the IUHPE needs to further align its organisational capacity to the needs of the evolving field that is health promotion.

WORK PLAN BY ACTIVITY AREAS

1. Extending our influence to make a difference

Knowledge development and transfer/exchange

The IUHPE has a long track record of being involved in international and national initiatives that extend and develop understanding of what works in health promotion.

In the coming years we plan to increase the organisation's capacity to respond to calls for projects that involve a significant scientific and technical component, to successfully carry out these projects, and to disseminate broadly their outcomes. To this end we will in particular:

- Support the development of bids in response to calls for projects
- Strengthen relevant scientific advisory capacity for project implementation.
- Develop a call for volunteers among the IUHPE members for developing a global bank of experts searchable by areas of expertise and easily updatable.
- Develop ways in which engaging with institutional members that will showcase the capacity of the IUHPE for their international and global projects.

We intend to increase the impact of the IUHPE on the global development of health promotion practice and research and will do so with the actions outlined below:

- Revise and update all Global Working Groups' (GWG) mandates, membership and work plans
- Develop a process for the creation of a GWG on the Sustainable Development Goals and Health Promotion (GWG-SDGHP).
- Establish regular conference calls with GWGs to ensure coordination and collaboration.

Capacity building and skill development

Successful implementation of health promotion policies and programmes depends to a great extent on the professionals leading them having the appropriate levels of skills and knowledge to do so effectively.

Accreditation: The IUHPE has developed an Accreditation scheme that promotes quality assurance, competence and mobility in Health promotion practice, education and training globally. Over the period 2017-2019 the IUHPE plans to encourage uptake of the scheme in all of its regions.

On-line training: with advances in Information Technology there are increasing opportunities to offer training through web-based systems. The IUHPE intends to explore how we might exploit new technology to deliver training programmes to our members and other partners.

External relations and communications

To achieve our goal of remaining *the international voice of health promotion* we plan to enhance our communications activity - to improve the effectiveness of our communications, strengthening our identity and increasing our visibility. At a basic level we must ensure that we increase awareness about the IUHPE and its objectives to global partner organizations and regional organizations. From a corporate perspective we will develop our communication platforms with a view to disseminating relevant documentation in the three main languages the IUHPE uses; and ensuring our communications are aligned with the IUHPE strategies.

We are aiming to improve the relevance, effectiveness and reach of our scientific, professional and advocacy activities; and to articulate and promote the IUHPE's organizational direction. We will use a mixture of social media, reports and consultation responses in our advocacy activities.

Developing effective partnerships is key to the achievement of the IUHPE's mission. In adopting a systematic approach to this we plan to conduct a partnership mapping exercise across each of the strategic direction priority areas, following on from which we will:

- Produce a 'mind map' of existing and potential partners
- Prioritise partnerships and relationships
- Work across the Board and Headquarters to maximise advantage from these in relation to organisational objectives and the IUHPE Mission.

It will be important to translate these partnership opportunities into more tangible activity and we aim to develop actions that relate to up to six identified priority partnerships. Such partnerships will include the WHO and NCD Alliance. Some specific activities are:

- To manage the execution, maintenance and reporting of the IUHPE's 'Official Relations' with the World Health Organization
- To develop closer ties and related common development opportunities with the International Network of Health Promotion Foundations (INHPF)
- To scope and develop partnerships in relation to the SDGs; nutrition - food systems, food access, food supply and environments.

We have begun the process of using social media [@iuhpe] to encourage communications about health promotion from an IUHPE perspective and will continue to develop this facility, encouraging involvement of our members, regions, working groups and networks.

Events

One of the main ways in which the IUHPE disseminates knowledge and promotes awareness of effective policy and good practice is through the organisation of and participation in conferences and other events.

These are the main events that we will be leading or be involved in over the next three years:

- The 10th IUHPE European Regional Conference will be held in Trondheim, Norway in 2018 (exact dates to be confirmed), prepared and hosted in close collaboration with the Center of Health Promotion Research of the Norwegian University of Science and Technology.
- The 23rd IUHPE World Conference on Health Promotion will be held in Rotorua, New Zealand on April 7-11, 2019 on the theme “Promoting Planetary Health & Sustainable Development for All.

For both events scientific and management committees have been established. Our aim is that outputs from the events will have some durability as resources for continuing professional development.

- Based on the work that has been undertaken over the past six years we aim to continue organising advocacy seminars and training in all IUHPE regions.

Engaging with other organisations involved in organising conferences concerned with health promotion offers opportunities to widen our partnerships and influence the health promotion agenda. To this end the IUHPE will enter into co-sponsorship arrangements of international Health Promotion conferences that relate to the IUHPE’s priorities and open new avenues for collaboration on these priority areas and approaches.

Publications

The IUHPE will continue to produce publications based on the work of its membership-led working groups and other sources. Many of these will be issued in electronic form.

Some specific publications to highlight are as follows:

- *Global Health Promotion* is the official publication of the IUHPE. It is a multilingual journal that publishes on a quarterly basis authoritative peer-reviewed articles and practical information for a worldwide audience of professionals interested in health promotion and health education.
- We are planning to produce a report on health promotion in one of our regions (Southwest Pacific), to coincide with our next World Conference on Health Promotion, in New Zealand. It will focus on capacity in the broadest sense related to the Sustainable Development Goals.

2. Engagement with and involvement of members

As a membership-based organisation a key imperative is to encourage engagement between and among members from all of our regions and across our areas of interest and focus.

Member development and internal relations

The following are measures we plan to take to improve levels of engagement within the IUHPE:

- To develop a specific engagement plan for institutional members. We plan to set up and implement regular individualized, tailored consultations with institutional members to solicit their ideas/problem-solving expertise and focus on identifying their needs to which IUHPE can offer support.
- To revitalize the IUHPE interest groups prioritised by IUHPE Executive Board.
- 'Faculty corner': In 2014 the IUHPE introduced the category of Academic Institutional member. To support this category we envisage establishing a web-based facility to encourage knowledge exchange for these members.
- To strengthen engagement opportunities for young professional members with larger IUHPE membership and activities. Specific ideas include : a coaching/mentoring scheme: building of links/relationships with Vice-Presidents and/or Global Working Groups

In support of the engagement plan we intend to:

- Update and revise individual membership categories, sliding scale fees and recruitment materials
- Establish internal membership taskforce to assist in recruiting and following up with individual members.

Communications

Improved engagement with and involvement of members will depend to a great extent on our communications systems. To maintain and improve these we will explore how we can further develop our communications platform. Specific activities will include:

- Maintaining regular production of "Flash Info", the IUHPE's newsletter for members.
- To explore new communication tools (whatsapp, skype conferences, facebook, twitter, wikipedia).

Events

The Forum: As part of the process of redesigning the governance arrangements for the IUHPE it was agreed that we establish an advisory 'Forum.' It is composed of representatives of all National Health Promotion and Public Health Member Agencies, members of the Executive Board, representatives of Global Working Groups, Interest Groups, Networks and external partners. Its role is to offer advice and guidance to the EB on potential future areas of work. The intention has been for the Forum to meet on an annual basis. In practice this has not always proved possible and on the occasions when it has met, attendance by representatives of National Health Promotion and Public Health Member Agencies and external partners has been low. For this reason we plan to experiment with a new arrangement whereby we hold an annual 'virtual' meeting in all years apart from the year of the World Conference, when we would hope to encourage greater participation in a face-face meeting.

3. Effective Governance

Governance arrangements

The Executive Board governs and administers the IUHPE on behalf of the General Assembly. It will schedule four meetings each year, two face-face and two by teleconference.

Planning and coordination

A key responsibility of the Board will be to produce and implement an integrated Work Plan that addresses the organisation's priorities and reflects its roles. The Plan will be reviewed annually and updated as necessary.

Financial planning and control

The governance role of the Board is supported by the work of the Committee on Finance and Internal Control. Its main responsibilities lie in reviewing on a regular basis the current budget; reviewing future budget; monitoring the cash flow position; scrutinising the annual accounts; overseeing staff arrangements and management; and risk management.

In terms of financial planning work will be undertaken to quantify the needs associated with each portfolio and with the organisation as a whole. This will be in association with the development of a 5 Year Financial Plan.

Fundraising and income generation

Funding the operations of the IUHPE depends on putting in place a variety of income streams. So in addition to membership fees from individual and institutional members we need to attract funds from other sources. This can potentially include income from grants, from projects and from donations. Our fundraising efforts will focus on the following:

- Exploring grant opportunities
- Submission of grant proposals either spontaneously or as a response to calls.
- Coordination of the development of a "book" of potential projects/online training courses/summer schools for which a fee could be applied to be matched with potential donors.