



42 BOULEVARD DE LA LIBERATION.
93203 SAINT-DENIS CEDEX, FRANCE.
TEL: +33 1 48 13 71 20 – FAX: +33 1 48 09 17 67-
iuhpe@iuhpe.org

IUHPE Global Bye-Laws

Ratified by the IUHPE General Assembly on June 14, 2007
Vancouver Convention and Exhibition Center, B.C., Canada

*Modified by the IUHPE Board of Trustees on June 3, 2008
in Cairo, Egypt*

IUHPE GLOBAL BYE-LAWS

TABLE OF CONTENTS

MEMBERSHIP			
Section 1 Rights, Privilege and Duties	4-6	Section 20 Global Vice-Presidents	12
Section 2 Conferment and Exclusion	6	Section 21 Regional Vice-Presidents	12-13
Section 3 Trustee and Institutional Members	6	Section 22 Notice of Meeting and Agenda	13
Section 4 Accredited Representatives and Official Contact Persons	7	Section 23 Languages	13
GENERAL ASSEMBLY		Section 24 Vice-Presidential Vacancies	13
Section 5 Notice of Meeting and Agenda	7	AD HOC COMMITTEES	
Section 6 Sessions	7	Section 25 IUHPE GLOBAL HEADQUARTERS	14
Section 7 Resolutions	7	Section 26 Functioning of the Headquarters	14-15
Section 8 Deliberations	8	Section 27 The Executive Director	15
Section 9 Languages	8	REGIONS	
Section 10 Observers	8	Section 28 Functions	15
Section 11 Voting	8-9	Section 29 The Regional Director	15-16
Section 12 Nominations and Elections	9-10	Section 30 Structures and Governance	16
BOARD OF TRUSTEES		Section 31 Regional Conferences	16
Section 13 Notice of Meeting and Agenda	10	WORLD CONFERENCES ON HEALTH PROMOTION	
Section 14 Languages	11	Section 32 Participation and Applications	16
Section 15 Observers	11	Section 33 Organisation	17
TERM OF OFFICE AND PUBLICATIONS		Section 34 Endorsement of non IUHPE Events	17
Section 16 Term of Office	11	PUBLICATIONS	
Section 17 Vacancies	11	Section 35 Editorial Responsibility	17
THE EXECUTIVE COMMITTEE		Section 36 Global Health Promotion	17-18
Section 18 Composition	12	Section 37 Information and Communications	18
Section 19 Election of Vice-Presidents	12	Section 38 Policy Positions and Advocacy	18-20
		Activities	
		MATTERS NOT PROVIDED FOR	
		Section 39	20
		FINAL CLAUSE	
		Section 40	20

ANNEXES TO THE BYE-LAWS

Annex A: Memorandum of Agreement for the World Conference	21-26
Annex B: Responsibilities of Vice-Presidents	27-32
Annex C: Responsibilities of the Executive Director	33
Annex D: IUHPE Guidelines for Collaboration, Partnership, and Sponsorship	34-37
Annex E Adoption of Resolutions by the IUHPE General Assembly	38-40

Membership

Section 1

RIGHTS, PRIVILEGE AND DUTIES

	Trustee Member	Institutional Member of National Scope	Institutional Member of Regional/Local Scope	Individual Member	Student Member	Honorary Member
Become part of a global network of people and organisations with common goals which facilitates the exchange of ideas, information, and experiences;	YES	YES	YES	YES	YES	YES
Get a chance to influence health promotion thinking internationally;	YES	YES	YES	YES	YES	YES
Get opportunities to disseminate achievements and innovations;	YES	YES	YES	YES	YES	YES
Receive up-to-date and topical information in newsletters from the global headquarters and Regional Offices, and other documents of interest	YES	YES	YES	YES	YES	YES
Free access to Global Health Promotion , official publication of the IUHPE, published in collaboration with SAGE Publications Ltd.	8 copies & access on line	5 copies & access on line	3 copies & access on line	1 copy & access on line	1 copy & access on line	1 copy & access on line
Get substantially reduced subscription rates to the family of journals: - Health Promotion International - Health Education Research	NO	NO	NO	YES	YES	YES

- Critical Public Health						
- International Journal of Prisoner Health						
May react to dialogues on health promotion hot topics posted on Views of Health Promotion Online	YES	YES	YES	YES	YES	YES
May sponsor with the IUHPE, research and training programmes, and international and regional conferences, seminars, and workshops	YES	YES	YES	NO	NO	NO
Receive reduced registration fees to the IUHPE's World and Regional Conferences on Health Promotion and Health Education	Yes for 20 representatives	Yes for 7 representatives	Yes for 3 representatives	YES	YES	YES
Participate in the democratic life of the IUHPE organisation through the General Assembly	10 Votes	7 Votes	3 Votes	1 Vote	1 Vote	1 Vote
Are ex-officio member of the Board of Trustees	YES	NO	NO	NO	NO	NO
Membership fees	Amount to be set by the Board of Trustees	Amount to be set by the Board of Trustees	Amount to be set by the Board of Trustees	Amount to be set by the Board of Trustees	Amount to be set by the Board of Trustees (usually half of the individual membership fee)	Amount to be set by the Board of Trustees

MEMBERSHIP

Section 1

RIGHTS, PRIVILEGE AND DUTIES

Duties:

1. To uphold and promote by all means possible the good reputation of the IUHPE and its worldwide membership
2. To avoid association with organisations, sponsors, and funders whose interests conflict with health in general and with the IUHPE's mission, goals and objectives
3. To pay membership fees promptly on request, as set out in Article 28 of the Constitution. Annual membership fees are due:
 - i) ordinarily upon joining the IUHPE;
 - ii) ordinarily thereafter, annually by the 31st of March.

Section 2

CONFERMENT AND EXCLUSION

The status of trustee member, institutional member, individual member, student member or honorary member is conferred by the Board of Trustees, on payment of the appropriate annual membership fees. Membership is terminated: (a) by resignation notified to IUHPE Headquarters; (b) by non-payment of dues for two consecutive years; (c) by decision of the Board of Trustees for bringing the IUHPE into disrepute. Any excluded member is given an opportunity to appeal to the General Assembly.

Section 3

TRUSTEE AND INSTITUTIONAL MEMBERS

- **Trustee members** are organisations which are responsible for organising and/or supporting health promotion and/or health education in their country, state, province, region or equivalent level (e.g. national agencies, authorities, councils, institutes and units).

- **Institutional members** are organisations of international, national or local scope, one of whose main purposes is to undertake or promote one or more aspects of health promotion and health education, and/or which focus on specific themes, target groups, or settings (e.g. local providers of health education, sub-national institutes for health promotion, faculties or departments of universities, national organisations such as a national heart foundation, a national medical association, a national research council, and international aid agencies, etc).

Trustee members and institutional members carry out activities which are consistent with the mission, goals and objectives and purposes of the IUHPE, as set out in Articles 2 and 3 of the Constitution.

Trustee members are expected to undertake particular duties for the Union, as laid down from time to time by the Board of Trustees, of which they enjoy ex-officio membership.

Section 4

ACCREDITED REPRESENTATIVES AND OFFICIAL CONTACT PERSONS

Each trustee member is required to appoint an accredited representative to be a member of the IUHPE Board of Trustees (Under Article 8 of the Constitution).

Each trustee member and institutional member of national, regional or local scope, is required to nominate an official contact person through whom the IUHPE may liaise. The official contact person has the following responsibilities:

- i) to promote the interests of the IUHPE among individuals in their organization;
- ii) to communicate to individuals in their organization current opportunities to participate in the IUHPE.

GENERAL ASSEMBLY

Section 5

The membership and role, voting rights and proxies, quorum and procedure of the General Assembly are set out in articles 5, 6, and 7 of the IUHPE Constitution.

NOTICE OF MEETING AND AGENDA

At least three months in advance, the ordinary session of the General Assembly is convened by the President to meet at the place and date previously agreed by the General Assembly. A provisional agenda, accompanied by appropriate supporting documents, is prepared by the Vice President for Administration and the Executive Director, in consultation with the President, and dispatched in time to reach the members of the General Assembly two months before the opening date of the session. Any member may submit observations, amendments or additions to the provisional agenda. These must reach IUHPE Headquarters at least ten days before the opening date of the General Assembly. Any member may propose resolutions under the terms of Section 7 and Annex E of these Bye-Laws.

An extraordinary session of the General Assembly may be called at short notice to discuss urgent business at the request of the Board of Trustees or of the Executive Committee. Its conduct is governed by Sections 7-10 of these Bye-Laws.

Section 6

SESSIONS

The choice of the meeting place of the ordinary General Assembly and the World Conference rests with the General Assembly. Should the General Assembly not reach a decision, or should some change become necessary, this choice is made by the Board of Trustees.

Section 7

RESOLUTIONS

Proposed resolutions for debate at the General Assembly may only be accepted in writing by the Chair of the Resolution Committee in the names of individuals who are members or accredited representatives, and each resolution needs the support in writing of at least 10 members or accredited representatives. Resolutions must be drafted and submitted as per the procedure outlined in Annex E of these Bye-laws. Resolutions cannot be proposed from the floor during the General Assembly. If, in the opinion of the President, it is necessary, s/he shall convene the Executive Committee to review the resolutions before the Assembly meets.

Section 8

DELIBERATIONS

The outgoing President presides over the deliberations of the General Assembly. No member may take the floor without permission from the President nor speak more than twice on the same proposal, or motion or amendment without special permission from the President.

Section 9

LANGUAGES

The working languages for the purpose of the meetings of the General Assembly are English, French, and Spanish. Interpretation services must be available. Other languages may be used by members, on condition that they provide for interpretation into Spanish, French or English.

Section 10

OBSERVERS

Observers may be invited from international organisations, whether governmental or nongovernmental, to attend meetings. The Vice President for Administration shall decide which organisations shall be invited.

Section 11

VOTING

Only members who are fully paid up 24 hours before the start of the General Assembly and honorary members are entitled to vote.

Trustee members and institutional members may appoint as many delegates as they have votes. Notice of appointment of their delegate(s) shall reach the Headquarters at least two weeks before the opening of the session of the General Assembly.

Voting by proxy is authorised and may be effected by the nomination in writing and registration of a person to serve as proxy. The number of votes exercised by one single person shall not exceed 30 votes.

Voting is ordinarily by a show of voting papers for the business of the General Assembly, or by secret ballot if so requested by at least 20 members present or represented at the General Assembly. In the case of a secret ballot, the Vice President for Coordination, Administration and Membership Services has the ballot papers distributed and the President appoints from among the members of the General Assembly two tellers who count the votes.

The General Assembly may be consulted by mail, at the request of the Board of Trustees.

Section 12

NOMINATIONS AND ELECTIONS

MEMBERSHIP OF THE BOARD OF TRUSTEES

Nominations for membership of the Board of Trustees are requested by the Vice President for Administration from members of the IUHPE, at least ten months prior to an ordinary session of the General Assembly.

Candidates must be eligible for election, must confirm in writing their willingness to stand for election no later than 6 months before the date of the General Assembly and, if they wish, provide a supporting statement of up to 150 words.

Eligible candidates are individual members and persons designated by institutional members. Institutional members may not designate more than one person to stand for election. By virtue of their ex-officio membership of the Board of Trustees, National Trustee Members do not have a right to designate a candidate for election.

The Board of Trustees appoints an Electoral Committee of at least five members to supervise the electoral process from among the members of the Board, including and chaired by the Vice President for Administration.

No later than five months before the date of the General Assembly, the Vice President for Administration organizes the election of members of the Board of Trustees by:

1) drawing up a ballot paper listing the names of all eligible candidates by the candidates' Regions of domicile;

2) providing by post to every eligible member of the electorate :

- the ballot paper
- a booklet containing all supporting statements by the candidates
- advice on the procedures for voting, and
- any other relevant documentation;

3) the electors cast their votes according to the instructions provided by the Vice President for Administration and return the ballot papers to IUHPE Headquarters according to the instructions provided.

Votes are cast in separate regional sections of the ballot paper. The number of people to be elected from each section is clearly indicated. Electors are entitled to cast votes in every section of the ballot paper, by marking Xs against chosen candidates up to the allowed limit in each section.

Completed ballot papers are only valid when completed according to instructions and received

by the appointed deadline.

- they are received at least one month before the date of the General Assembly;

- they are completed according to the instructions of the Vice President for Administration.

Ballot papers will be stored in sealed boxes at IUHPE Headquarters until the voting process is completed. The votes shall be counted just prior to the World Conference at Headquarters under the supervision of the Vice President for Administration and at least two members of the Electoral Committee appointed by the Board of Trustees. Results will be announced at the outgoing meeting of the Board of Trustees, taking place at the World Conference prior to the General Assembly.

PRESIDENT

The IUHPE President is elected by secret ballot by the incoming Board of Trustees from among its elected members at an extraordinary session of the Board of Trustees immediately following its own election. Election is by exhaustive ballots, with the lowest placed candidate being eliminated at each round, until one candidate has obtained an absolute majority, and is thus elected. The result of the election of the President is announced to the General Assembly without delay, at the end of which session her/his term of office immediately begins.

BOARD OF TRUSTEES

Section 13

NOTICE OF MEETING AND AGENDA

At least six weeks in advance, the Executive Director, by delegation of the President gives notice to its members of a meeting of the Board of Trustees at a place and date already agreed by the Board.

A provisional agenda accompanied by appropriate supporting documents, prepared by the President and Executive Director, is dispatched in time to reach the members of the Board of Trustees at least fifteen days before the opening date of the Board meeting. Any member may submit observations, amendments or additions to the provisional agenda. These must reach the President before the meeting.

Section 14

LANGUAGES

The working languages for the purposes of the meeting of the Board of Trustees shall be English, French, and Spanish. Documentation is in English. Formal or informal interpretation is normally available to facilitate participation.

Section 15

OBSERVERS

Any individual IUHPE member or nominee of an institutional member is entitled to attend meetings of the Board of Trustees as an observer.

In addition, (on the initiative of the President or Vice President for Administration), observers may be invited from international organisations, whether governmental or non-governmental. Observers must notify in advance their intention to attend a meeting of the Board of Trustees (in the case of members) or request an invitation to attend (in the case of non members) to allow for proper arrangements to accommodate observers.

TERM OF OFFICE AND VACANCIES

Section 16

TERM OF OFFICE

The term of office of a newly elected member of the Board of Trustees starts at the close of the last session of the outgoing Board of Trustees and ends six years later at the end of the last session of the outgoing Board of Trustees. A person co-opted to fill a vacancy arising during a term of office only serves until the last session of the outgoing Board of Trustees.

Section 17

VACANCIES

In the event of a vacancy arising in the Presidency, the Board of Trustees shall elect a President from among its elected members.

In the event of a vacancy among the members of the Board, the Board of Trustees shall co-opt another member, if possible from the same country, or at least from the same Region.

THE EXECUTIVE COMMITTEE

Section 18

COMPOSITION

The Executive Committee consists of the President, the Immediate Past President and Vice Presidents according to Article 13 of the Constitution.

Section 19

ELECTION OF VICE-PRESIDENTS

GLOBAL

Within the terms of Article 13 of the Constitution, at the first ordinary session of the Board of Trustees following the General Assembly, the President calls for nominations for each position of Global Vice President, from among the elected members of the Board of Trustees. This session takes place during the week following the General Assembly. Election is by secret ballot or by show of hands, as determined by the Board of Trustees.

Election between two candidates is by majority of expressed votes. Election from among more than two candidates is conducted by preferential voting, candidates' names being marked 1,2, 3, etc. Under preferential voting a candidate obtaining an absolute majority of first preferences is elected. If this does not occur, the lowest placed candidate in the first count is eliminated and their votes are transferred to the remaining candidates according to second preferences expressed on the ballot papers, and so on if necessary, until a candidate has obtained an absolute majority of votes and is declared elected.

REGIONAL

Regional Vice-Presidents are elected by the membership in the Region, as provided for by Article 23 of the Constitution, and detailed in the Regional Bye-Laws. Electoral procedures are the same as for Board members.

Section 20

GLOBAL VICE PRESIDENTS

Within the frame of their competence, they undertake all necessary work to carry out their defined responsibilities outlined in Annex B of the Bye-Laws;

Section 21

REGIONAL VICE PRESIDENTS

Each Regional Vice President is responsible to the IUHPE Executive Committee for the development of her/his Region, in conformity with the mission, goals, and objectives of the IUHPE. Having consulted with the Vice President for Finance, s/he shall present to the Executive Committee each year the balance sheets and provisional budgets for her/his Region. S/he is responsible for communicating to the Vice President for Coordination, Administration and Membership Services any information useful for the coordination and smooth operation

of the Union.

S/he shall present a report of activities to the Board of Trustees at its annual meeting.

Section 22

NOTICE OF MEETING AND AGENDA

Six weeks in advance, the Executive Director, by delegation of the President, gives notice to its members of a meeting of the Executive Committee at a place and date already agreed by the Committee.

A provisional agenda, accompanied by appropriate supporting documents, is prepared by the President and Executive Director and is dispatched in time to reach the members of the Executive Committee at least ten working days before the opening date of the ordinary sessions.

Any member may submit observations, amendments or additions to the provisional agenda. These should reach the President before the meeting.

Section 23

LANGUAGES

The working languages for the purposes of the meeting of the Executive Committee shall be English, French, and Spanish.

Documentation for the meeting is in English. Formal or informal interpretation is normally available to facilitate participation.

Section 24

VICE PRESIDENTIAL VACANCIES

In the event of a vacancy arising in a Regional Vice Presidency, the Regional Director manages day-to-day business and organises, without delay, elections to replace the Regional Vice President, under the procedures laid down in Article 23 of the Constitution.

In the event of a vacancy arising in a Global Vice Presidency, the Executive Committee invites another elected member of the Board of Trustees to fill the vacancy. At its next session, the Board of Trustees ratifies or amends the measures taken.

Persons appointed to fill vacancies arising during a term of office immediately take over their duties, and hold office until the expiry of that term.

AD HOC COMMITTEES

Section 25

Ad hoc committees include working groups, advisory groups, project steering committees, networks and any other grouping of IUHPE members other than the formally constituted Board of Trustees and Executive Committee.

The Board of Trustees, Executive Committee and individual Vice Presidents may convene ad hoc Committees as required. They should notify the President, Vice President for Strategy and Governance and the Vice President for Administration of the establishment of such Committees and include reference to them in their reports to the Board of Trustees and to the Executive Committee.

The terms of reference of each Committee including rationale for formation, purpose, intent, proposed membership, expected outcome/outputs and timelines are ordinarily approved by the Board of Trustees. The chairperson of each Committee is accountable to the Vice President whose responsibilities cover the field of activity of the work of the Committee and should report regularly to her/him. Such Vice President(s) should present to each ordinary session of the Executive Committee and Board of Trustees a report on the deliberations of each Committee.

IUHPE GLOBAL HEADQUARTERS

Section 26

FUNCTIONING OF THE HEADQUARTERS

The Headquarters operate under the authority of the President and supervision of the Vice President for Administration. The Headquarters is managed by an Executive Director, appointed by the Executive Committee.

The Headquarters include the services and main departments necessary for the functioning of the IUHPE. In particular, the Headquarters

- ensure the current administration of the IUHPE, under the French law;
- administer the membership of the IUHPE;
- ensure the preparation and follow-up of Executive Committee, Board of Trustees, and General Assembly meetings;
- support the work of the Regional Offices, and assists in the development of new ones in the parts of the world where they do not exist ;
- carry out membership recruitment campaigns;
- draw up the budgets of the IUHPE and prepares annual financial reports;
- administer the approved budget;
- manage all project grants and funds;
- participate in fund-raising efforts, exploring opportunities for global programmes relevant to the membership's work; involve the membership's contribution, and submit project proposals to appropriate funders;

- develop and update promotional material of the IUHPE (leaflet, posters, membership campaign kits, etc.);
- draft annual and triennial reports of activities;
- coordinate the editorial content of the official publication of the IUHPE *Global Health Promotion* and contributes to other publications;
- develop and update the IUHPE global website;
- explore opportunities for, develop, and implement global programmes which are relevant to the work of the membership, globally;
- assist in all aspects of the preparation of the World Conference and of other regional and local gatherings.

Under the delegated authority of the President, staff members are appointed by the Vice President for Administration and the Executive Director, in consultation with the Vice President for Finance, according to requirements and within the limits of the approved budget. In addition, full consultation is undertaken with the relevant Vice President. Staff is likewise replaced and dismissed, full account being taken of their employment rights. Staff changes are reported to the Executive Committee and Board of Trustees.

Section 27

THE EXECUTIVE DIRECTOR

The Executive Director is the senior member of staff and is responsible for the daily management of IUHPE Headquarters and for the performance of such duties as may be prescribed by the Board of Trustees and the Executive Committee to the Headquarters. His/her duties and the delegation of rights are described in Annex C of the Bye-Laws. S/he remains in permanent contact with the President and Members of the Executive Committee.

REGIONS

Section 28

FUNCTIONS

The IUHPE may create Regions to fulfill its mission, goals and objectives.

Section 29

THE REGIONAL DIRECTOR

The Regional Director should preferably belong to the institutional member of the IUHPE which hosts the Regional Office. S/he should be able to call on administrative support from her/his organisation.

In close collaboration and coordination with the Regional Vice-President and the Regional Committee, s/he translates into regional action the mission, goals and objectives of the IUHPE; develops and implements regional policies, strategies and programmes ; and

encourages the full participation of the members in the Region in IUHPE activities.

The appointment of the Regional Director shall be accomplished jointly with that of the Regional Office as laid down in Article 23 of the Global Constitution and as detailed in the Regional Bye-Laws. The appointment of each Regional Director is ratified by the Board of Trustees.

Section 30

STRUCTURES AND GOVERNANCE

The Region organises its structure and governance in accordance with the IUHPE Constitution and under the guidance of the Board of Trustees (Article 20 of the Constitution). The Regional Committee adopts Regional Bye-Laws, in conformity with the IUHPE's global Constitution and Bye-Laws.

Regional Bye-Laws must be ratified by the Global Executive Committee and endorsed by the Board of Trustees before they can take effect.

Section 31

REGIONAL CONFERENCES

World Conferences should be complemented by frequent regional and/or inter-regional conferences. Priority consideration should be given to Regional Conferences before and after the triennial World Conference. Themes for such conferences should be related to those of the main event where practicable, so as to coordinate with IUHPE priority concerns in health promotion and health education.

WORLD CONFERENCES ON HEALTH PROMOTION

Section 32

PARTICIPATION AND APPLICATIONS

The World Conference on health promotion is open to all people with an interest in health promotion and health education.

At least one year prior to a scheduled World Conference, the President issues invitations to current and to prospective national trustee members and institutional members to submit proposals to host following triennial World Conferences on health promotion.

National trustee and institutional members wishing to invite the World Conference on health promotion to convene in their country must communicate this to the Headquarters not later than three months before the opening of the meeting of the Board of Trustees, which intends to discuss this issue, in accordance with Article 9, paragraph i) of the Constitution.

It is the responsibility of the Executive Director, in consultation with the Vice President for

Bye-Laws of the IUHPE

Adopted by the Board of Trustees in Cairo-June 2008

Page 16

the Organisation of the World Conference to ensure that prospective proposals contain sufficient information to allow the Board to review them and to present them to the General Assembly for decision.

Section 33

ORGANISATION

The organisation of the World Conferences is subject to the Standard Memorandum of Agreement (Annex A attached). Such Standard Memorandum shall be approved by trustee members or institutional members at the time they apply, then negotiated and signed by the President of the IUHPE and the representative of the selected trustee member or institutional member selected to organise the Conference, not later than six months after the General Assembly meeting which selected it.

Section 34

SPONSORSHIP OF NON IUHPE EVENTS

Any request for IUHPE sponsorship of non IUHPE events should be made in writing to the Executive Director, who should consult appropriate members of the Executive Committee, having regard to IUHPE guidelines for collaboration, partnership and sponsorship (Annex D attached), and should then agree or refuse the request.

PUBLICATIONS

Section 35

EDITORIAL RESPONSIBILITY

Each publication produced by the IUHPE must have an Editor who is responsible for its editorial content. The Editor is appointed by the Vice President for Communications through an open, democratic, and transparent process and her/his appointment is ratified by the Board of Trustees. Each Editor should ordinarily select an Editorial Board to advise her/him. Her/his selection should be made with regard to geographical representation and professional expertise and ratified by the Board of Trustees. The Editors should report on a regular basis on their publications to the Vice President for Communications who should reflect the information in her/his report to the Board of Trustees.

Section 36

GLOBAL HEALTH PROMOTION

Global Health Promotion, is an official publication of the International Union for Health Promotion and Education (IUHPE). It is a multilingual journal which publishes authoritative peer-reviewed articles and practical information for a worldwide audience of professionals interested in health promotion and health education.

The journal aims to:

- publish academic content and commentaries of practical importance;
- provide an international and interdisciplinary forum for the dissemination and exchange of health promotion, health education and public health theory, research findings, practice and reviews;
- publish articles which ensure wide geographical coverage and are of general interest to an international readership;
- provide fair, supportive, efficient and high quality peer review and editorial handling of all submissions.

Section 37

INFORMATION AND COMMUNICATIONS

Global information and communications about the IUHPE are undertaken by the Executive Director (or her/his delegated staff), in collaboration with the appropriate Vice President, or by any Vice President in collaboration with the Executive Director (or her/his delegated staff), within the limits of the approved budget.

Regional information and communication about the IUHPE are the joint responsibility of the Regional Vice-President and the Regional Director (or her/his delegated staff).

Regular Global-Regional consultation and cooperation about communications is essential.

Section 38

POLICY POSITIONS

38.1. POLICY POSITIONS

Policy positions in which the IUHPE has interests are defined as follows :

Professional issues and values issues evident in the IUHPE's Constitution, Bye-Laws, mission statement, goals, and objectives. They may be advanced by acts of the General Assembly, acts of the Board, or Executive Committee, or through proposals of members.

As laid out in Article 3 of the Constitution, they comprise :

- gathering and presenting the evidence to enable advocacy to be conducted by the organisation on a range of issues of international significance ;
- providing consultation to governments and organisations about the implementation of effective health promotion policies, strategies and structures ;
- assisting countries to develop and improve their national institutions for health promotion and health education ;
- promoting the development of informed public opinion on matters relating to health.

The degree of presence of IUHPE's interest in a policy position and advocacy issue that is the subject of a member's proposal is determined by the majority opinion of the Board of Trustees, as detailed later in this Section.

38.2. ADVOCACY ACTIVITIES

Advocacy activities are defined as :

(i) the production and distribution of letters, statements, press releases, announcements, speeches, testimonials, and other written, oral, and electronic communications that address advocacy issues in which the IUHPE has interests ;

(ii) the formation of, or joining with, organisations, coalitions, conferences, alliances, unions, task forces, working groups, and other collaborative groups that address advocacy issues in which the IUHPE has interests ;

Advocacy issues and initiatives are considered under the leadership of an IUHPE Vice President.

Any IUHPE member may put forward a written proposal for an advocacy activity to be approved by the Board of Trustees on behalf of the membership. Proposals for advocacy activities must provide :

- a statement of the issue,
- a review of the problem,
- specific proposed actions,
- specific proposed actors
- cost implications and funding sources
- analysis and assessment of risk to the IUHPE.

Proposals are forwarded to the Executive Director, and are given a preliminary evaluation by an Advocacy Working Group (AWG) appointed by the Vice-President for Advocacy. Consultation among AWG members is facilitated by electronic communications and a rapid evaluation is expected (within two weeks of a member's submission). The AWG has the responsibility to develop a brief written recommendation to the Board, taking into account the policy points laid out in this document, and practical considerations including staffing and financial implications.

All proposed advocacy activities and AWG recommendations are distributed to the full Board, within three weeks of submission by a member. Board members are given 10 working days to react. A consultation by mail of the Board of Trustees shall be valid only if at least 50% of the members reply. All decisions are taken according to Article 12 of the Constitution.

Any IUHPE Board member may indicate in writing the right to refuse participation in advocacy issues.

Members who propose Advocacy Initiatives can normally expect a response from the Executive Director within one month of submission.

It is the duty of the Executive Director to track progress of all approved advocacy activities, and to report in writing to the Executive Committee, to the Board and the General Assembly at their official meetings.

The Executive Director reports on the IUHPE's Advocacy Activities, in writing and orally, to the General Assembly on the occasions of its meeting.

All advocacy activities approved under this process are actions of the IUHPE. Therefore all communications related to an approved Advocacy Activity must include a clear statement to this effect.

MATTERS NOT PROVIDED FOR

Section 39

In all matters not specifically provided for in these Bye-Laws or in any other duly adopted regulations, the President, having taken the advice of the Executive Committee, and without prejudice to any later regulations or future decisions, makes decisions in accordance with the mission, goals, and objectives of the IUHPE, and reports these to the next meeting of the Board of Trustees.

FINAL CLAUSE

Section 40

Any previous Bye-Laws are repealed by the present Bye-Laws as soon as these take effect. These Bye-Laws take effect from the date of their adoption by the Board of Trustees, shown at the foot page of each page.

ANNEX A

Memorandum of Agreement between :

The International Union for Health Promotion and Education, located 42, boulevard de la Libération – 93203 Saint-Denis cedex, France, hereafter referred to as “IUHPE”;
and (Name of Host Institution)

Re: (N°) IUHPE World Conference on Health Promotion hereafter referred to as “the Conference”

1. According to the vote of the General Assembly of the IUHPE which took place in (city), (country), on (date), the () World Conference on Health Promotion will take place in (city), (country), in 20.. .
2. The Conference will be organized by (Name of Host Institution) on behalf of the IUHPE and in close cooperation with the IUHPE Executive Committee, Board of Trustees and Headquarters team.

Organising and Steering Capacity

3. (Name of Host Institution) shall set up a Conference Organising Committee co-chaired by the IUHPE Vice President for the World Conference and the IUHPE Vice President for Conferences. In order to ensure smooth coordination between the IUHPE and (Name of Host Institution) of the preparation of the Conference and of the IUHPE General Assembly specifically, the Executive Director shall be an ex-officio member of the Organising Committee. The Conference Organising Committee will also include representatives of the IUHPE Swiss member organizations.
4. The IUHPE shall set up an Oversight Committee co-chaired by the IUHPE Executive Director and the Vice President for Conferences and composed of the leaders of the key partner institutions; the Global Vice Presidents to oversee and address specific tasks as part of their respective portfolio; and the accredited representative of the professional conference organizer (ex-officio).
5. The IUHPE shall set up an international Scientific Committee co-chaired by the Vice President for Scientific Affairs and a scientific expert from the host country, member of the host country scientific Working Group.
6. Explicit roles and responsibilities of each Committee and of organizing bodies will be outlined and annexed as part of this Memorandum of Agreement.
7. (Name of Host Institution) may set up other Committees or sub-Committees of the Organising Committee as it sees appropriate for logistic or other purposes which will not be part of this Memorandum of Agreement and which will report and be accountable to the Vice President for the World Conference directly and to the Organising Committee.

8. (Name of Host Institution) will contract a professional organizer based upon a set of criteria shared with the IUHPE Vice President for Conferences.
9. (Name of Host Institution) and the IUHPE Vice President for the World Conference will be responsible for all organizational matters of the Conference through the Organising Committee. These matters will include the following:

Preparing and printing:

 - a. Preliminary announcements
 - b. Preliminary programme
 - c. Final programme
 - d. Lists of participants with their full coordinates to all attendees
 - e. Abstracts of the papers as part of the proceedings to be distributed before or during the Conference to all participants
 - Renting the Conference accommodation and facilities
 - Engaging the interpreters
 - Arranging for technical equipment
 - Providing the local secretariat
 - Providing the Conference bags, folders, blocks, pencils, name tags
 - Handling keynote speakers invitations, travel and accommodation
 - Handling bursary awardees travel and accommodation
 - Organising opening and closing ceremonies
 - Making arrangements for the social programme
 - Handling registration of conference participants
10. The IUHPE will assist (Name of Host Institution) as appropriate to ensure the smooth running of the Conference. This will include the provision of assistance through the Executive Committee, Conference Organising Committee, Oversight Committee, Global Scientific Committee and Headquarters staff with the following:
 - Contribution to the Conference organization at all levels, including programme design, invitation and briefing of speakers and chairs, organization of specific themes/workshops and opening and closing ceremonies;
 - Contribution of design of conference materials to ensure cultural and linguistic relevance and sensitivity;
 - Translation of all conference print and web materials into French and Spanish;
 - Preparation of conference papers for publication in the IUHPE Journal, *Promotion & Education*;
 - Marketing the Conference in each of the IUHPE Regions and countries; and
 - Identifying and accessing potential donors, sponsors, and exhibitors who adhere to the IUHPE and (Name of Host Institution) values and principles.

Scientific Programme Development

11. The Conference theme, goals and programme outline will be agreed by the Executive Committee of the IUHPE and (Name of Host Institution). The main goal of the Conference is to promote the mission, goals and objectives of the IUHPE, as a professional global organization in the field. The Vice President for Scientific Affairs will lead the development of the scientific and technical programme for the

Conference which will be developed by the Global Scientific Committee, in close collaboration with the host country Scientific Working Group.

12. The list of keynote speakers will be approved by the IUHPE Executive Committee. This list will cover the geographic and linguistic distribution of potential participants, giving attention to gender and ethnicity.
13. (Name of Host Institution) will work closely with the IUHPE to select an appropriate system to collate and select scientific abstracts.

Communication and Marketing

14. The official languages of the Conference will be English, French, Spanish and other languages as required.
15. In close cooperation with the Vice President for Communications and the Communications Officer, (Name of Host Institution) will develop a whole communication strategy for the Conference. It will be responsible for implementing the strategy including the mass-media and press activities for local, national and foreign correspondents, correspondents, for publicizing the Conference and the IUHPE, and for providing press facilities during the meeting, including TV and radio.
16. (Name of Host Institution) is responsible for the selection of the High Patronage of the Conference and a Committee of Honour if it so wishes. Membership of this Committee and the person or persons selected as High Patron or Patrons will be discussed and agreed upon with the IUHPE Executive Committee.
17. The Conference Organising Committee will send to, and/or share systematically with the IUHPE Headquarters a set of draft and proofs of all written or electronic documents to be published for the Conference, including through the website, to enable the Headquarters to assist with translation and to review for conformity. All written and online documents will mention the name and logo of the IUHPE and will make the link of the Conference to the IUHPE in a highly visible way.
18. The IUHPE will manage a special IUHPE booth put at its disposal by the Conference Organising Committee to promote the objectives of the IUHPE and to deal with matters concerning IUHPE membership.
19. (Name of Host Institution) will provide SAGE Publications, the Publisher producing the IUHPE official Journal *Promotion & Education* with an exhibition booth or table space, at no extra charge to SAGE Publications for the Conference. It is understood that the purpose of providing exhibition space is to promote the Journal, SAGE Publications and any other related publications of SAGE Publisher. SAGE Publications will be waived the registration and exhibitor's registration fees for up to three representatives at the Conference.

Statutory Meetings and Issues

20. The IUHPE will hold meetings of its General Assembly and Board of Trustees during the World Conference. Necessarily the Organising Committee will provide translation facilities into the IUHPE working languages as required by the Bye-Laws for the General Assembly. In order to facilitate smooth preparation and running for these statutory meetings, the Conference Organising Committee shall put at the disposal of the IUHPE Headquarters and Officers two offices equipped with telephone, fax, photocopying, computing, printing and email facilities.
21. The IUHPE Global Headquarters will bring its own secretariat to coordinate the meetings of the General Assembly, in close collaboration with the Conference Organising Committee.
22. The IUHPE Headquarters will also co-operate with the local secretariat in writing the final lists of participants, to ensure conformity with international rules, standards and the European data protection Law.

Finances

23. The budget of the Conference will be drafted by (Name of Host Institution) in close collaboration with the Vice President for Finance, the Vice President for Conferences and the Executive Director. The budget will be submitted to the IUHPE Executive Committee for approval, at least two years before the Conference. Detailed financial reports in Euros will be made to all subsequent Executive and Board of Trustees meetings by the Vice President for the World Conference in close collaboration with the Vice President for Finance and the Executive Director.
24. (Name of Host Institution) and the IUHPE will develop and agree on a bursary programme for the Conference to ensure that a significant number of delegates from community and non-government organizations, field practitioners, advocates and researchers from developing and or low income countries could attend. A bursary fund will be included by (Name of Host Institution) as a budget line of the initial budget of the Conference. The IUHPE will assume responsibility with (Name of Host Institution) for fund-raising to further support the bursary fund.
25. The costs of translation of all Conference print and web materials into French and Spanish will be covered by the budget of the Conference.
26. (Name of Host Institution), in consultation with the IUHPE Executive Committee, will establish the Conference registration fees, and collect the same from the participants before, or at the same time of the Conference. It is understood that members of the IUHPE will be entitled to a reduction of registration fees. Each trustee member will benefit from reduced registration fees for ten of its representatives; institutional members of national scope will benefit from reduced registration fees for seven of its representatives; institutional members of sub-national or local scope will benefit from reduced rates for three representatives.
27. Only minimal additional costs should be charged to social events.

28. A clear policy about registration fee waiving shall be established between the IUHPE Executive Committee and (Name of Host Institution).
29. (Name of Host Institution) will undertake to secure funds for Conference financing as required in close cooperation with the Vice President for Conferences, the Vice President for Finance, and the Executive Director.
30. The accounts of the Conference will be kept by (Name of Host Institution) and will be duly audited according to the regulations of the host country. A complete copy of the final accounts and the final audit report will be sent to the IUHPE Headquarters and presented to the Executive Committee immediately following the Conference, for information.
31. (Name of Host Institution) will undertake to cover travel and living expenses during the Conference for the following persons: the President, Executive Director and Director of Programmes; others as per prior agreement.
32. (Name of Host Institution) will be responsible for remitting to the IUHPE:
 - A mutually agreed payment for services in planning and managing the Conference to be paid as agreed over the three year period leading to the Conference;
 - A mutually agreed percentage of all registration fees collected from participants who did not qualify for membership based reduction in registration fees, to be paid no later than three months after the closing date of the Conference;
 - Any financial surplus resulting from the Conference, after the closing of actual income and expenditure. The specific use of the surplus will be agreed upon between (Name of Host Institution) and the IUHPE Executive Committee.

Sponsorship

33. The IUHPE and (Name of Host Institution) will contact and invite global and regional international organizations to serve as co-sponsors of the Conference.
34. In order to offset the costs for Conference attendance, whenever feasible, (Name of Host Institution) will solicit sponsors to assist in supporting some of the costs associated with the social events.
35. Guidelines on public/private partnership will be developed and agreed upon.

Evaluation and Post-Conference Follow up

36. (Name of Host Institution) will provide for an external evaluation of the Conference outsourced to an appropriate technical group equipped with the technology and established experience in producing the evaluation in a timely fashion.
37. With regard to Conference proceedings, at a minimum, keynote presentations will be made available to all Conference participants and could be sold (e.g. CD-roms, downloadable from Conference website) at a small fee as an additional revenue earning mechanism.

Accountability

38. The Conference Organising Committee will report on progress to the IUHPE Board of Trustees and to the Executive Committee at least twice a year prior to the Conference (date and place to be determined). Further meetings, if required, will be decided by the Vice President for the Organisation of the World Conference and/or the Vice President for Conferences in consultation with the IUHPE President.
39. (Name of Host Institution) will keep the IUHPE Headquarters informed about the progress of work in such a way that the IUHPE Headquarters is at all times fully aware of the state of preparation. After registration commences, it will send regularly the list of registrations to the Conference.

Arbitration – Conflict Resolution

40. This Agreement enters into force upon the signature of the two parties.
41. In the unexpected event of any dispute occurring between the parties, it is agreed that the matter shall be submitted to an arbitration committee consisting of three persons, one nominated by the IUHPE, one by (Name of Host Institution) and the third one by mutual agreement of the two parties.

Annex B of the Bye Laws

VICE PRESIDENT FOR ADVOCACY (ADV)

The principal duties of the Vice-President for Advocacy are to supervise and coordinate the development of the IUHPE's policy portfolio and to develop an advocacy plan for the IUHPE, and to prepare an annual work plan to implement advocacy actions in concert with members of the Board of Trustees and other IUHPE Vice Presidents.

In discharging these responsibilities, s/he :

1. stimulates collaborative advocacy action among the various regions of the IUHPE, and is the IUHPE's advocacy liaison with other NGOs, Governmental organisations, networks and lobbies.
2. works to ensure the IUHPE's policies on advocacy are implemented
3. works with the Vice-president for Finance and with the President for Communications to coordinate activities in the three areas of her/his responsibility, and with the Executive Director to assist with practical aspects of implementation.
4. reports to the Executive Committee and to the Board of Trustees on advocacy activities, problems, prospects, and accomplishments.
5. is convenor of an advocacy working group comprised of Board members and other IUHPE's members, who together consider advocacy proposals from IUHPE members and forwards proposals to the Board of Trustees for advocacy actions.

VICE PRESIDENT FOR ADMINISTRATION (ADM)

The principal duty of the Vice-President for Administration is to ensure that the IUHPE meets its legal and administrative obligations as a global organization with administrative headquarters in France. S/he will work closely with the Executive Director and the Vice President for Finance, and other Vice-Presidents and members of the Board as required. In discharging these responsibilities s/he carries out the following functions:

1. Fulfills the role of Secretary General of the IUHPE and is the legal representative of the Organisation in France to all public and private Authorities
2. Serves in lieu of the President as provided for in Article 16 of the Constitution, in the event that the President is unable to fulfill his/her duties
3. Oversees the Headquarters function of the Organisation and reports on its required activities to the Board
4. Advises the President, Executive Director and Board members of legal requirements, issues and concerns affecting the Organisation's administrative activities and position
5. Ensures that effective internal control mechanisms are in place for the organization on financial systems, staff governance, and risk management, working with the President and Vice-President for Finance
6. Oversees membership election processes and procedures working with the Executive Director
7. Signs all necessary accounting documents required for carrying out the decisions of the IUHPE jointly with the President, Vice President for Finance, Executive Director and any one in charge within the Headquarters who has been chosen with the approval of the present Board of Trustees.

8. Works with other Vice-Presidents and Board members to implement IUHPE's workplans in line with agreed policies, protocols and resources.

VICE PRESIDENT FOR CAPACITY BUILDING, EDUCATION AND TRAINING (CBET)

The principal duties of the Vice-President for Capacity Building, Education and Training are to advance the preparation and continuing development of professionals in health promotion and health education. In discharging these responsibilities, s/he carries out the following functions:

1. Develops a strategic plan for the IUHPE in the area of capacity building, education, & training, prepares an annual work plan, and supervises execution of the plan;
2. Works with the Vice President for the Organization of the World Conference and the Vice President for Communications to address education and training needs of IUHPE members and potential members.
3. Advises the Executive Committee and Board of Trustees on emerging needs and activities for IUHPE involvement.
4. Reports to the Executive Committee and the Board of Trustees on activities and accomplishments.
5. Works with other Vice-Presidents and Board members to implement IUHPE's workplans in line with agreed policies, protocols and resources.

VICE PRESIDENT FOR COMMUNICATIONS (COM))

The principal duties of the Vice President for Communications are to develop the IUHPE's internal and external communication.

In discharging this responsibility, s/he carries out the following functions:

1. Draws up a strategic plan for internal and external communication for the IUHPE, prepares an annual communications work plan, and supervises its implementation.
2. Supervises *Promotion & Education* and advises on its future development.
3. Supervises internet-based communications;
4. Supervises agreements/collaboration with Journals that have partnership agreements with the IUHPE;
5. Advises the Executive Committee and Board of Trustees on emergency issues of relevance;
6. Reports to the Executive Committee and Board on achievements.
7. Works with other Vice-Presidents and Board members to implement IUHPE's workplans in line with agreed policies, protocols and resources.

VICE PRESIDENT FOR CONFERENCES (CONF)

The principal duty of the Vice-President for Conferences is to bring a dimension of long term strategic planning to the conference cycle of the IUHPE and seek mechanisms to ensure that the conferences are better connected with each other and effectively meet the aims of the Organization.

In discharging this responsibility, s/he carries out the following functions:

1. Leads and supports the work of the Conference Committee.
2. Provides support and advice to those offering to organise IUHPE Conferences.
3. Attends global Conference planning meetings where time and funding permits.
4. Reviews the process for the selection of the venue and conference organisers.
5. Imports learning from other international NGOs and conference organisers.
6. Further develops mechanisms to ensure the quality of IUHPE branded events.
7. Further develops mechanisms to ensure the appropriate branding of IUHPE events.
8. Develops mechanisms to further ensure that learning is shared between conferences.
9. Develops mechanisms to better involve members in conference planning and development.
10. Develops a long term strategic plan on IUHPE Conferences
11. Develop mechanisms to evaluate processes developed for the organisation of future conferences.
12. Works with other Vice-Presidents and Board members to implement IUHPE's workplans in line with agreed policies, protocols and resources.

VICE PRESIDENT FOR FINANCE AND INTERNAL CONTROL (FINIC)

The principal duty of the Vice President for Finance and Internal Control is to ensure that the organization has in place and implements systems of internal control and risk management to support the effective use of its resources and reduce risks to its viability and reputation. The Vice President for Finance and Internal Control has overall responsibility for the financial management of the organization. In discharging these duties/responsibilities, s/he carries out the following functions:

1. Working with the President, Vice President for Administration, and Executive Director, ensures the development and implementation of systems of internal control to manage effectively IUHPE's financial, physical and human resources
2. Serves as the IUHPE Treasurer
3. Reports to the Executive Committee and Board of Trustees on the financial affairs and performance of the organization covering: income and expenditure; independent annual audit and annual accounts; expenditure against budget plans
4. Reports to the Executive Committee and Board of Trustees on the internal control environment covering: staff governance policies; estates provision; risk management
5. Ensures that the Board of Trustees is presented with the proposed annual financial plan and budget prepared by the Executive Director, for their approval
6. Ensures that significant initiatives and events of the organization are supported by robust financial plans
7. Informs the President and Board of Trustees of exceptional changes in the financial situation of the IUHPE
8. Signs all necessary accounting documents required for carrying out the decisions of the IUHPE jointly with the President, Vice President for Finance, Executive Director and any

one in charge within the Headquarters who has been chosen with the approval of the present Board of Trustees.

9. Works with other Vice-Presidents and Board members to implement IUHPE's workplans in line with agreed policies, protocols and resources.

VICE PRESIDENT FOR MARKETING, FUND RAISING AND MEMBERSHIP DEVELOPMENT (MFRM)

The principal duties of the Vice-President for MFRM are the active recruitment of new and sustained IUHPE membership, new and increased revenue, and marketing activities. In discharging these responsibilities, s/he carries out the following functions :

1. develops a fund raising, membership recruitment plan, and marketing plan,
2. prepares associated annual work plans to implement membership, fund raising, and marketing actions.
3. works with the Vice-President for Finance and with the Vice-President for Communications to coordinate activities in the three areas of her/his responsibility, and with the Executive Director to assist with practical aspects of implementation.
4. advises the Executive Committee and the Board of Trustees of the IUHPE on issues related to the above described portfolio, and reports to the Board of Trustees on Membership, Fund Raising, and Marketing activities, problems, prospects, and achievements.
5. Works with other Vice-Presidents and Board members to implement IUHPE's workplans in line with agreed policies, protocols and resources.

VICE PRESIDENT FOR THE ORGANIZATION OF THE WORLD CONFERENCE (OWC)

The principal duty of the Vice President for the Organization of the World Conference is to ensure that the triennial Conference of the IUHPE is planned and carried out efficiently and in accordance with the mission, goals and objectives of the IUHPE.

In discharging this responsibility, s/he carries out the following functions :

1. Chairs the Conference Organising Committee and ensures that all its actions, including plans, financial plans and budgets are drawn up in accordance with the Memorandum of Agreement (Annex A of these Bye-Laws) and fulfill the terms of the Agreement ;
2. Prepares an annual and quarterly workplans and supervises their implementation ;
3. Reports to the Executive Committee and to the Board of Trustees on progress in organising the World Conference and presents issues requiring Board agreement or advice;
4. Advises the President on issues, concerns, and problems identified in discharging his/her responsibilities, and informs the Executive Director.
5. Works with other Vice-Presidents and Board members to implement IUHPE's workplans in line with agreed policies, protocols and resources.

VICE PRESIDENT FOR SCIENTIFIC AFFAIRS (SA)

The principal duty of the Vice President for Scientific and Technical Development is to advance the theory and practice of health promotion and health education. In discharging this responsibility, s/he carries out the following functions :

1. Develops a strategic plan for the IUHPE in the area of scientific and technical development; and prepares an annual work plan, and supervises execution of the strategy and plan;
2. Leads the development of the scientific and technical programme for the World Conference on Health Promotion and Health Education ;
3. Advises on the development of the scientific and technical content of *Promotion & Education*;
4. Recruits technical experts to undertake scientific and technical development projects, and oversees their activities;
5. Advises the Executive Committee and Board of Trustees on emerging scientific and technical issues and activities which the IUHPE needs to take into account;
6. Reports to the Executive Committee and to the Board of Trustees on activities and accomplishments under his/her work plan.
7. Works with other Vice-Presidents and Board members to implement IUHPE's workplans in line with agreed policies, protocols and resources.

VICE PRESIDENT FOR STRATEGY AND GOVERNANCE (SAG)

The principal duty of the Vice-President for Strategic and Governance Issues is to ensure that appropriate processes are developed and maintained to regularly review the strategic directions of the IUHPE and the strategic orientation of its work; and to ensure that the governance arrangements of the IUHPE are sound and effective in design and implementation.

S/he is required to work in close collaboration with the President and other Vice Presidents of the IUHPE and to regularly consult with the membership of the Union on issues relevant to the portfolio.

In discharging this responsibility, s/he carries out the following functions:

1. Develops and leads the process for regular (six-yearly) review and update of IUHPE strategic direction documents;
2. Works with other Vice Presidents to develop appropriate reporting mechanisms so that the work of each portfolio is clearly aligned to one or more of the IUHPE strategic objectives.
3. Develops and maintains a vision statement for the IUHPE that reflects the global objectives of the organization and its members;
4. Develops and maintains a process for reviewing governance issues for the IUHPE and recommending ways to maximize good governance;
5. Assesses the needs of key partners of the Union in relation to increased equity in participation and representation, strategically aligned programs and projects, and other mutually beneficial endeavors at least triennially; and

6. Develops and leads a process of regular communication between Vice Presidents in relation to the various global portfolios to ensure greater awareness of activity across portfolios and to ensure closer alignment of work to the strategic goals of the organization.

VICE PRESIDENT FOR PARTNERSHIPS AND INSTITUTIONAL AFFAIRS

The principal duty of the Vice-President for Partnerships and Institutional Affairs (VP PIA) is to seek out, establish and support partnerships between the IUHPE and appropriate institutions to meet the strategic goals of the IUHPE.

S/he is required to work in close collaboration with the President and the Executive Director of the IUHPE and to regularly consult with a broad range of institutions and agencies to build effective and mutually beneficial partnerships.

Examples of the types of institutions with which this Vice President should liaise include:

- Academic institutions;
- Health promotion foundations and institutes;
- Institutional mechanisms: e.g. Cochrane Collaboration, Canadian Centers for Knowledge, Synthesis, Translation and Exchange, etc.;
- Related NGOs: e.g. American Cancer Society, World Heart Federation, CARE, etc.;
- Philanthropic organizations: e.g. Gates, Bloomberg, Robert Wood Johnson Foundation, etc.
- Quasi-business, health-related organizations: e.g. Oxford Health Alliance, Ovations, etc.;
- Others movement-based institutions as relevant: e.g. new urbanism, smart growth, Greenpeace, etc.; and
- Traditional Global Intergovernmental Agencies: e.g. WHO, UNICEF, WEF, etc.

In discharging this responsibility, s/he carries out the following functions:

1. Provides an ongoing and current environmental scan for the most important and relevant institutional types for relationships and liaison with IUHPE;
2. In conjunction with the President and Executive Director, initiates contact and establishes partnerships;
3. Supports the convening of joint meetings with the institutions, and stresses the value and role of creating synergy for groups with many common purposes;
4. Brings the health promotion perspective to the table of other parties and institutions; and
5. Carries out other tasks as identified in the formative years.

ANNEX C

RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR

The Executive Director serves as the IUHPE Chief Executive Officer and is responsible to the Board of Trustees and to the Executive Committee for administering its affairs and executing the policies, strategies and decisions of the Board of Trustees and of the Executive Committee in accordance with the IUHPE's Strategic Directions.

In discharging this responsibility, s/he carries out the following functions:

1. Ensures the prudent management of the IUHPE Headquarters' human, physical and financial resources and the global operational coordination of the IUHPE activities;
2. Recruits, hires, evaluates, discharges, and fixes compensation of other IUHPE employees, having consulted the Vice President for Administration, the Vice President for Finance and Internal Control, and any other relevant Vice President;
3. Provides staff support, leadership, counsel and guidance;
4. Draws up an annual financial plan and sound budget for the IUHPE, for recommendation to the Board of Trustees for its approval
5. Disburses funds in accordance with the annual budget approved by the Board of Trustees, liaising where necessary with the Vice-President for Finance, and making regular financial reports to the Executive Committee and Board of Trustees and ensuring that accounts are properly prepared and presented for their consideration and approval;
6. Ensures sound accounting procedures including expenditure authorisation coding quoted on all relevant financial documents for audit purposes;
7. Executes contracts, agreements and commitments for and on behalf of the IUHPE;
8. Acts as a spokesperson for the IUHPE, maintaining effective relationships with other organizations, private, public, governmental and non governmental bodies at local, regional, national and international levels;
9. Works with Global, Regional and Headquarters Officers, Board of Trustees and Executive Committee Members, committees, working groups, special interest groups, etc. to facilitate the implementation of IUHPE's work plans in line with agreed policies, protocols and resources;
10. Coordinates the work of the IUHPE Regional structures;

Conducts all such other services and activities as may be directed by the Board of Trustees or Executive Committee of the IUHPE or as may become necessary or appropriate to be conducted in her/his capacity of Chief Executive Officer of the IUHPE.

ANNEX D

IUHPE GUIDELINES FOR PARTNERSHIP AND SPONSORSHIP

Introduction

IUHPE's Mission

The mission of the International Union for Health Promotion and Education is to promote global health and to contribute to the achievement of equity in health between and within countries of the world. The IUHPE fulfils its mission by building and operating an independent, global, professional network of people and institutions to encourage the free exchange of ideas, knowledge, know-how, experiences, and the development of relevant collaboration projects, both at global and regional levels.

IUHPE's Goals and Objectives

The IUHPE has three major goals:

a) Advocate for health

to advocate for actions that promote the health of populations throughout the world;

b) Improve effectiveness

to improve and advance the quality and effectiveness of health promotion and health education practice and knowledge;

c) Build capacity

to contribute to the development of capacity of countries to undertake health promotion and health education activity.

The IUHPE pursues these major goals by:

- advocating for investment in health promotion and health education by governments, non-governmental organizations and the private sector;
- undertaking activities that contribute to the development of knowledge and practice that further the field of health promotion and health education;
- disseminating evidence based knowledge and practical experience in health promotion and health education;
- providing mechanisms for the exchange of ideas, experience and knowledge that promote health;
- providing a global forum for mutual support and professional advancement of its members;
- building alliances and partnerships, based on agreed ethical principles, mutual understanding and respect;
- strengthening the capacity of the organisation to fulfil its mission.

IUHPE's Intention to Collaborate

The IUHPE welcomes and seeks collaboration with other organisations who have goals and objectives, which are not in conflict with those of the IUHPE, and will be pleased to discuss partnerships and sponsorship.

The IUHPE avoids participating in indirect partnerships or sponsorships unless it would participate in a direct relationship with the represented entities (e.g. law firms, PR agencies). Whenever possible, the IUHPE avoids mono-sponsoring for specific events or projects. The IUHPE seeks relationships with partners and sponsors with a mid- or long-term perspective. Such collaborations are seen as an ongoing process of constructive dialogue and regular assessment of joint vision, goals, mutual interests and possible fields of conflict.

Through such partnerships and sponsorship, the IUHPE helps to build and contribute to collaborations among many different organizations in the public, voluntary, and private sectors.

Code of Practice for Partnerships

The IUHPE considers that a potential partnership can exist with any organisation which clearly demonstrates that it shows a commitment to promoting better health and conducts its business in a socially responsible manner, and shows a commitment to promoting better health.

For the IUHPE, it is a fundamental requirement that all partnerships will advance the mission, goals, and objectives of the IUHPE, and:

- be openly acknowledged,
- have clear shared objectives,
- be transparent in reporting and clearly accountable to all partners,
- acknowledge their funding sources,
- have values consistent with the IUHPE's mission, goals, and objectives,
- be committed to building trust among the partners.

General Principles

The criteria for successful partnerships and sponsorship must include transparency, accountability, mutual benefit, accepted ethical ground rules and commitment to the highest standards of professional and scientific practice.

Criteria used to determine whether to collaborate include:

- fit of collaboration to IUHPE's mission,
- independence of scientific judgement,
- effect of the potential partner's / sponsor's product(s) or services on health, wellbeing and the environment
- potential partner's / sponsor's behaviour.

The main aim of partnership and sponsorship will be to add demonstrable value to the contributions of all the partners. This needs to be shown in the context of a partnership agreement by:

- Open acknowledgement of the contribution and key responsibilities of each partner.
- Fully and openly sharing of all relevant information, and - wherever meaningful and possible - managerial, technological, training and financial resources.
- Maintaining open dialogue in the spirit of understanding with the aim of reaching agreement on joint values, joint responsibilities and joint action plans;
- Regular measurement of goals, and objectives.

The partners will unreservedly respect all commercial or other sensitive information which is shared in confidence.

The IUHPE is unable to work with any organisation which it believes produces or is associated with any product or services which damage mental or physical health (e.g. tobacco or armaments) and its essential environmental resources.

Other partnerships or sponsorship will not be considered appropriate where there is a fundamental mismatch of goals and objectives with those of the IUHPE.

Review and advisory process

Under the responsibility of the VP for Partnerships a formal review and advisory process within the IUHPE will be established for examining potential partners and sponsors according to the principles, criteria, and recommendations described in this document.

Contractual issues

Any partnership or sponsorship must be supported by a contract or a similar agreement which specifies:

- the objectives,
- the terms and conditions of the relationship,
- the resources provided by both parties (both human and financial),
- the length of the association with clear start and end dates,
- that a breach of the agreed terms and conditions can result in immediate termination of the partnership.
- the compliance with IUHPE's *Guidelines for Partnership and Sponsorship*

The existence of any partnership, sponsorship or collaboration will be openly disclosed and acknowledged by both parties in an appropriate manner and in an agreed style.

Corporate identity

The IUHPE will at all times retain control of its corporate identity and logo, including their use in conjunction with those of other organisations.

Specific circumstances

The following circumstances and situations may result in particular issues arising. The general principles outlined above would still apply.

Conferences and seminars

The aim of conferences is sharing and disseminating knowledge and expertise, and networking for the subsequent improvement of practice. The input of health promotion expertise will generally be managed by the IUHPE, but of course, the subsequent improvements in practice could be implemented by many different organisations.

The aims can thus be readily acknowledged and shared by many different partners - the identification of common goals fostering co-operation and alliances.

Specific issues

Many of the costs can be shared with partners and sponsors, e.g. the prior development of expertise will require funding before the conference itself. In this case the initial investment can be made by an IUHPE member and / or shared with a partner. In both cases the development of this expertise should not be adversely affected by any constraints in design or methodology which could significantly affect research findings and / or their dissemination. However, it is recognised that this will need to be within the constraint of available resources. Partners and sponsors have the opportunity to submit papers and articles regarding their subjects and studies within the ordinary procedures of abstract submission for conferences and editorial guidelines for publications.

At the conference itself the main associated costs which could be funded by sponsors include the reservation of the site, bursaries to assist travel and accommodation costs where the target audience would not otherwise be able to attend, publicity announcements before and during the conference, catering and other facilities, conference documents and dissemination of findings and proceedings.

Publications

Sponsored publications can be funded by partners. Questions of content and copyright will be open to negotiation.

ANNEX E

Adoption of resolutions by the IUHPE General Assembly

Preamble

The following text defines the types of resolutions which may be submitted, and outlines the procedure for resolutions to be submitted and reviewed.

1. Definitions

Resolution - A resolution is a motion that has been submitted according to the policies contained in Section 7 and Annex E of the IUHPE Bye-laws. The IUHPE recognises the following types of resolutions:

- Resolution on a position - A resolution on a position presents a stance on a particular health issue or policy and provides the necessary background information and data on the issue. Upon its acceptance, the resolution becomes an official document presenting the IUHPE's institutional position. A resolution on a position serves as the foundation and rationale for the IUHPE's Advocacy activities, and therefore reflects the broader strategic interests of the organisation. If action is required as a result of concerns presented in the position paper, this action may either be outlined in a formal resolution for support or action (see below) or may be followed up through the accepted channel for advocacy activities outlined in Section 38 of these Bye-laws.
- Resolution for support or action - This type of resolution calls for specific action or steps to be taken, given a particular issue. The resolution should present the issue in an informative way, such as "Acknowledging..., Recognising..., Noting..." prior to stating the points for action. It should be relevant and affirmative, with the proposed action. It should identify a lead person to work on proposed resolution follow up when and if it is adopted by the General Assembly, in close collaboration with the Vice President for Advocacy, the Advocacy Working Group, and any relevant Vice President. This type of resolution also encompasses specific requests for action that are not necessary linked to the global organisation's strategic priorities, but that are relevant requests for precise action within the health promotion field.

2. Procedure for submission

Guidelines for preparing the resolution

A call for resolutions along with the procedures will be circulated with the notice and agenda of the General Assembly meeting, at least three months in advance as outlined in Section 5 of these Bye-laws. Typed submissions are strongly encouraged, in order to facilitate legibility, photocopying, and dissemination. Proposed resolutions for debate at the General Assembly may only be accepted in writing by the Chair of the Resolution Committee in the names of individuals who are members or accredited representatives, and each resolution needs the support in writing of at least 10 members or accredited representatives. Submissions must clearly state under which one of the two categories of resolutions it falls, as per the definitions provided in this Annex.

Timeframe

Submissions are encouraged to be received well in advance of the General Assembly, and at the very latest one month before the General Assembly is held. When appropriate, resolutions may be submitted, according to the same submission standards and procedures, during the World Conference itself up to 24 hours before the opening of the General Assembly. However, in this case, the proposed action should be within the scope of the conference such as an issue arising out of the conference themes, discussions, or any other area of the conference's scientific programme.

Submitters will receive a receipt of acknowledgement and resolutions will be circulated first to the Resolution Committee. Once acceptance of the resolution for submission has been confirmed, it will be sent to the members of the IUHPE Board of Trustees and posted on the IUHPE's global website. This will allow for more in-depth debate and discussion in advance, in line with the IUHPE's mission, goals and objectives, and building greater consensus around that issue. Early submissions will also allow for increased involvement and input from members who would not be attending the conference.

3. Review and evaluation process

A Resolution Committee will consider all resolutions submitted according to the procedures outlined above. The Resolution Committee will be composed of the following members:

- The IUHPE's Immediate Past President,
- The IUHPE Vice-President for Advocacy,
- Three IUHPE members nominated by the Board of Trustees,
- The IUHPE Executive Director (ex-officio).

Chaired by the IUHPE Immediate Past President, the Resolution Committee is formed to:

1. Receive proposed resolutions, review them, endorse them when appropriate and facilitate preparation of those endorsed for presentation at the General Assembly.
2. Present proposed resolutions for debate and voting at the General Assembly meetings.
3. Recommend action to the incoming Board of Trustees with respect to the resolutions approved at the General Assembly meetings.

Membership to the committee will be appointed by the Board of Trustees. All three working languages will be represented on the committee to ensure that the content of the resolutions is equitably presented and understood by the members for review.

All submissions will be considered by the Resolution Committee. The Committee will decide whether or not the submission will be accepted for presentation to the members attending the General Assembly. The Committee can reject resolutions if they are not consistent with the goals, objectives and strategies of the IUHPE, if they do not involve action that needs to be taken and if the resolutions are not relevant or have been presented in a similar manner before at a General Assembly meeting of the organisation.

4. Language

Consistent with the IUHPE's language policy, the working languages for resolutions are English, French and Spanish. Interpretation services being available at the General Assembly,

each resolution will be read aloud and simultaneously translated. The Resolution Committee will also be comprised of members with the capacity to provide translation of the text to the other members of the committee. When feasible, submissions are encouraged to be submitted in two of the working languages of the IUHPE. Following the acceptance of a resolution by the General Assembly, resolutions will be translated into all three working languages for broader distribution, and in line with the IUHPE's policy on equity, wider translations into national languages will be encouraged to be undertaken by key members upon the request of the IUHPE Headquarters.