



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

IUHPE Global Bye-Laws

Modified by the IUHPE Executive Board on March 3rd, 2015

Membership

Section 1

RIGHTS, PRIVILEGES AND DUTIES

IUHPE MEMBERSHIP RIGHTS AND PRIVILEGES

	National Health Promotion and Public Health Agencies and IUHPE Strategic Advisors (Former Trustee Members)	National Health Promotion and Public Health Agencies	Institutional Member of Regional/Local Scope	Academic Institutional Member	Individual Member	Student Member	Retired Member	Honorary Member
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	YES	YES
Influence health promotion thinking internationally;	YES	YES	YES	YES	YES	YES	YES	YES
Opportunities to disseminate achievements and innovations	YES	YES	YES	YES	YES	YES	YES	YES
Receive up-to-date and topical information in newsletters from the global HQ and Regional Offices, and other documents of interest	YES	YES	YES	YES	YES	YES	YES	YES
Free access to Global Health Promotion , official publication of the IUHPE, published in collaboration with SAGE	8 copies & access on line	5 copies & access on line	3 copies & access on line	3 copies & access on line	1 copy & access on line	1 copy & access on line	1 copy & access on line	1 copy & access on line

Publications Ltd.								
Reduced subscription rates to the family of journals: - Health Promotion International - Health Education Research - Critical Public Health - International Journal of Public Health	NO	NO	NO	NO	YES	YES	YES	YES
Participate in dialogues posted on Views of Health Promotion Online	YES	YES	YES	YES	YES	YES	YES	YES
Participate in IUHPE Global Working Groups, Networks and Interest Groups	YES	YES	YES	YES	YES	YES	YES	YES
Reduced administration and registration fees for the Accreditation System	Not Applicable	Not Applicable	Not Applicable	Not Applicable	YES	YES	YES	YES
Facilitate and/or participate in the IUHPE Consultancy services	YES	YES	YES	YES	YES	YES	YES	YES
Accessing the "member only" sections on IUHPE website	YES	YES	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	YES	NO	NO	NO	NO
Participate in the Advisory Forum and therefore are integrally involved in shaping the strategic directions and areas of work of the organisation, as well as identifying key partnership	YES	NO	NO	NO	NO	NO	NO	NO

opportunities								
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 for 3 representatives	YES	YES	YES	YES
Participate in the democratic life of the IUHPE organisation through the General Assembly	10 Votes	7 Votes	3 Votes	3 Votes	1 Vote	1 Vote	1 Vote	1 Vote
Membership fees	Amount set by the IUHPE headquarters by delegation of the Executive Board	Amount set by the IUHPE headquarters by delegation of the Executive Board	See IUHPE membership fees table and corresponding country strata table.	See IUHPE membership fees table and corresponding country strata table.	See IUHPE membership fees table and corresponding country strata table.	See IUHPE membership fees table and corresponding country strata table.	See IUHPE membership fees table and corresponding country strata table.	See IUHPE membership fees table and corresponding country strata table.

MEMBERSHIP

Section 1

RIGHTS, PRIVILEGES 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 organizations, sponsors, and funders whose interests conflict with health in general and with the IUHPE's mission, values, goals and objectives
3. To pay membership fees promptly on request. 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 Executive Board for bringing the IUHPE into disrepute. Any excluded member is given an opportunity to appeal to the General Assembly.

Section 3

MEMBERSHIP CATEGORIES

INSTITUTIONAL AND INDIVIDUAL MEMBERS

National Health Promotion and Public Health Agency members are national organizations which are responsible for organising and/or supporting health promotion and/or education in their country, state, province, region or equivalent level. They carry out activities which are consistent with the mission, goals and objectives and purpose of IUHPE.

Academic Institutional members include Universities, Training Centres, Schools of Public Health and other institutions who pursue research, and capacity building in health promotion in an academic setting.

Regional/ Local Institutional members include regional and local organizations, one of whose main purposes is to undertake, promote and/or supporting health promotion or health education.

There are three categories of **Individual members**: individual members, student members, and retired members. All support the mission, goals and objectives of IUHPE.

Honorary members are individuals or organizations who make a special contribution to the mission of the IUHPE, or to the development of its goals and objectives.

Section 4

REPRESENTATIVES AND OFFICIAL CONTACT PERSONS

Each institutional member 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 4, 5, and 6 of the IUHPE Constitution.

NOTICE OF MEETING AND AGENDA

The President notifies the membership of an impending General Assembly at least three months in advance. A provisional agenda and appropriate supporting documents are prepared by the Executive Director, in consultation with the President, and Vice President for Strategy and Governance. Any member may submit observations, amendments or additions to the provisional agenda. These must reach IUHPE Headquarters at least ten days before the 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 Executive Board. Its conduct is governed by Sections 8-11 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 Executive Board.

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. 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 Board to review the resolutions before the Assembly meets.

Section 8

DELIBERATIONS

The 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 President 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.

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 to the President 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 Administration 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, or electronic means at the request of the Executive Board. In this case, the Executive Director, by delegation of the President, will:

- i) draw and send a ballot paper, listing the items for consideration and voting, to all members with advice on the procedures for voting and any other background and other relevant documentation;
- ii) electors cast their votes and return the ballot papers to IUHPE headquarters according to the instructions provided. Completed ballot papers are only valid when completed according to instructions and received by the appointed deadline.
- iii) ballot papers will be stored securely at IUHPE Headquarters until the voting process is completed. The votes shall be counted at Headquarters under the supervision of the Vice President for Administration and when feasible two members of the Nominations Committee appointed by the Executive Board. Results are announced immediately afterwards to the President, and Executive Board.

The consultation is ratified at the next following meeting of the Executive Board.

THE EXECUTIVE BOARD

Section 12

COMPOSITION

The Executive Board consists of the President, the Immediate Past President, and Vice Presidents according to Article 7 of the Constitution.

Section 13

NOMINATIONS AND ELECTIONS

Nominations for membership of the Executive Board are requested by the Immediate Past President from members of the IUHPE, six months prior to an ordinary or virtual session of the General Assembly.

Candidates must be eligible for election, must confirm in writing their willingness to stand for election no later than 5 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, from their own Institution.

The Executive Board appoints a Nominations Committee to supervise the electoral process. Chaired by the Immediate Past President, the Nominations Committee actively seeks and receives nominations from the membership for 12 positions on the Executive Board. The Immediate Past President is joined on the Nominations Committee by four other IUHPE members appointed by the Executive Board. These four IUHPE members need not be members of the Executive Board but should be people who have been past office bearers or who have a strong understanding of the organisational and skills needs of the Executive Board.

The Nominations Committee ensures that IUHPE ethical standards operate as an underlying principle for the appointments and that veto power may only be used if a candidate is out of line with ethical standards agreed upon.

The Nominations Committee ensures that nominees are willing and able to serve on the Executive Board. The Nominations Committee seeks to ensure that a balance of skills and expertise is represented in the nominees to fulfil the portfolios currently described in Annex B of these Bye-laws.

The Immediate Past President, and by delegation, the Executive Director, organize the election of members of the Executive Board by:

- 1) drawing up a ballot paper listing the names of all eligible candidates;
- 2) providing by electronic means to every eligible member of the electorate :
 - the ballot paper
 - all supporting statements by the candidates;
 - advice on the procedures for voting, and
 - any other relevant documentation;
- 3) the electors cast their votes and return the ballot papers to IUHPE Headquarters according to the instructions provided.

Completed ballot papers are only valid when completed according to instructions and received by the appointed deadline.

Ballot papers will be stored securely at IUHPE Headquarters until the voting process is completed. The votes shall be counted at Headquarters under the supervision of the Vice President for Administration and when feasible two members of the Nominations Committee appointed by the Executive Board. Results are announced immediately afterwards to the President, Executive Board, and elected members. Results will be announced at the outgoing meeting of the Executive Board taking place at the World Conference, prior to the General Assembly.

Section 14

PRESIDENT

The IUHPE President is elected by secret ballot by the incoming Executive Board from among its elected members at an extraordinary session of the Executive Board 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.

Section 15

VICE-PRESIDENTS

GLOBAL

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

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.

REGIONAL

Regional Vice-Presidents are elected by the membership in the Region, as provided for by Article 19 of the Constitution.

Section 16

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 17

REGIONAL VICE PRESIDENTS

Each Regional Vice President is responsible to the IUHPE Executive Board for the development of her/his Region, in conformity with the mission, goals, and objectives of the IUHPE, and for its contribution to the organizational objectives and integrated Work Plan as set by the Executive Board.

Section 18

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 Executive Board at a place and date already agreed by the Executive 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 Executive Board at least fifteen days before the opening date of the Executive Board meeting. Any member may submit observations, amendments or additions to the provisional agenda. These must reach the President before the meeting.

Section 19

LANGUAGES

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

Section 20

OBSERVERS

Any individual IUHPE member or nominee of an institutional member is entitled to attend

meetings of the Executive Board 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 Executive Board, in the case of members or request an invitation to attend, in the case of nonmembers, to allow for proper arrangements to accommodate observers.

TERM OF OFFICE AND VACANCIES

Section 21

TERM OF OFFICE

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

Section 22

VACANCIES

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

In the event of a vacancy among the Vice Presidents of the Executive Board, the Board shall assign vacant portfolio responsibilities to a new appointed member.

In the event of a vacancy arising in a Regional Vice-Presidency, the President will ask the Regional Committee to elect a new Regional Vice President to fulfill the remaining term of the mandate.

FORUM

Section 23

NOTICE OF MEETING AND AGENDA

Four months in advance, the Executive Director, by delegation of the President, gives notice to its members of a meeting of the Forum at a place and date already agreed by the Executive Board.

A provisional agenda to advance IUHPE priority areas of action is prepared by the President, in collaboration with the Vice President for Scientific Affairs and the Vice President for Partnership is dispatched in time to reach the members of the Forum at least ten days before the date of the meeting.

In addition to representatives of IUHPE Global Working Groups, Networks and Interest Groups, and of Regional structures, external partners or potential partners may be invited by the President to attend and contribute to the annual meeting of the Forum.

GLOBAL WORKING GROUPS, INTEREST GROUPS AND NETWORKS

Section 24

A Global Working Group is a nominated group of experts in a particular specialist area. Global Working Groups align their work plans with the IUHPE organisational objectives and commit to some key deliverables which actively contribute to the development of the IUHPE scientific agenda. Global Working Groups are accountable to the Executive Board and report their work via Global Health Promotion as well as through the World Conference.

An Interest Group is a gathering of members around a common area of interest. It is an exchange platform to discuss or debate. Interest groups may work in collaboration with Global Working Groups on specific issues of their work plan. Interest Groups report through the Vice President for Communications, formally in preparation for the Executive Board meetings and informally on a needs basis.

A network is a group of members with a common profile (professional, geographical, linguistic, etc.). Networks contribute to the completion of the IUHPE integrated work plan. Networks report through the Membership Development Advisory Committee (MDAC) Chair, formally in preparation for the Executive Board meetings and informally on a needs basis.

Their respective complete terms of reference including rationale for formation, purpose, intent, establishment, general structure, membership, contributions, and support form the Annex F of these Bye-Laws. Such terms of reference are approved by the Executive Board.

AD HOC COMMITTEES

Section 25

Ad hoc Committees include advisory groups, project steering or scientific committees, and any other grouping of IUHPE members and non-members other than the formally constituted Executive Board, Nominations Committee, Forum, Global Working Groups, Interest Groups, and Networks.

The Executive Board and individual Vice Presidents may convene ad hoc Committees as required.

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 Executive Board. 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.

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 Board.

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 Board, Forum 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 prepare annual financial reports;
- administer the approved budget;
- manage all project grants and related 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 reports of activities;
- coordinate the editorial content and production of the official publication of the IUHPE *Global Health Promotion* and contribute 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 and Internal Control, 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 Board.

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 Executive Board 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 Board.

REGIONS

Section 28

FUNCTIONS

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

Section 29

STRUCTURES AND GOVERNANCE

The Region organises its structure and governance in accordance with the IUHPE Constitution and under the guidance of the Executive Board (Article 17 of the Constitution).

Section 30

REGIONAL CONFERENCES

World Conferences should be complemented by regional and/or inter-regional conferences. Priority consideration should be given to Regional Conferences before and after the triennial World Conference on Health Promotion. 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.

WORLD CONFERENCES ON HEALTH PROMOTION

Section 31

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 Executive Director, by delegation of the President issues invitations to current and to prospective institutional members to submit proposals to host following triennial World Conferences on Health Promotion.

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 Executive Board, which intends to discuss this issue, in accordance with Article 8, paragraph h) of the Constitution.

It is the responsibility of the Executive Director, in consultation with the Vice President for Conferences to ensure that prospective proposals contain sufficient information to allow the Executive Board to review them and to make a decision.

Section 32

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 institutional members at the time they apply, then negotiated and signed by the President of the IUHPE and the representative of the institutional member selected to organise the Conference, not later than six months after the Executive Board meeting which selected it.

Section 33

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 the Executive Board, having regard to IUHPE guidelines for sponsorship (Annex D of these Bye-Laws, and should then agree or refuse the request.

PUBLICATIONS

Section 34

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 Executive Board. 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 Executive Board. 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 Executive Board.

Section 35

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 36

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 Vice President for Communication, within the limits of the approved budget.

Section 37

POLICY POSITIONS

37.1. 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 Executive Board, or of the Forum, or through proposals of members.

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 Executive Board, as detailed later in this Section.

37.2. 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 the Vice President for Advocacy.

Any IUHPE member may put forward a written proposal for an advocacy activity to be approved by the Executive Board 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 ad hoc Group appointed by the Vice-President for Advocacy.

Consultation among ad hoc Group members is facilitated by electronic communications and a rapid evaluation is expected (within two weeks of a member's submission). The ad hoc Group 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 ad hoc Group recommendations are distributed to the Executive Board, within three weeks of submission by a member. Board members are given 10 working days to respond. A consultation by mail of the Board shall be valid only if at least 50% of the members reply. All decisions are taken according to Article 11 of the Constitution.

Any IUHPE Executive 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 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 38

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 Board, and without prejudice to any later regulations or future decisions, makes decisions in accordance with the mission, values, goals, and objectives of the IUHPE, and reports these to the next meeting of the Executive Board.

FINAL CLAUSE

Section 39

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 Executive Board, 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 decision of the Executive Board 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 Board 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 (Name of Host country) 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.
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 attenders
 - 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 Board, 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, *Global Health Promotion*
 - 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 Board 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 Board. 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, 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 Board.
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 *Global Health Promotion* 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, Executive Board and Forum 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 and Internal Control, the Vice President for Conferences and the Executive Director. The budget will be submitted to the IUHPE Executive Board for approval, at least two years before the Conference. Detailed financial reports in Euros will be made to all subsequent Executive Board meetings by the Vice President for the World Conference in close collaboration with the Vice President for Finance and Internal Control 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 Board, 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 Board 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 Internal Control, 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 Board 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 Programme Officer; 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 Board.

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 Executive Board 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 – Responsibilities of Executive Board Members

In addition to their specific portfolio responsibilities all Executive Board (EB) Members contribute to the overall governance of the IUHPE, by providing corporate support to the organisation, and by attending and participating in Executive Board meetings and business processes. All Executive Board Members have a responsibility for:

- Ensuring and overseeing the financial probity of the IUHPE
- Ensuring that the IUHPE complies with its legal obligations
- Overseeing the employment and performance of employed staff
- Reviewing the current and potential environments in which the IUHPE operates
- Ensuring the implementation of the IUHPE's strategic and integrated work plans
- Ensuring and overseeing the resourcing of the organisation's work plans
- Ensuring that the organisation has well-developed partnership arrangements in place
- Acting as an advocate for the work and positions of the IUHPE and being an effective ambassador for the IUHPE at meetings with external partners
- Actively supporting the maintenance of existing membership and encouraging the generation of new members (institutional and individual)
- Contributing to and supporting fundraising activities at global and regional levels
- Communicating and working effectively with all members of the Executive Board to achieve the Integrated Work Plan and the organisational objectives.
- Ensuring effective communication with all members, partners and other external organisations.

PRESIDENT

The IUHPE President is the leader of the Organization and represents it in a wide range of for a. He/she operates within the powers delegated by the IUHPE Constitution.

The role, functions and responsibilities of the President are to ensure effective governance of, and provide leadership to, the organisation. He/she will:

Governance

- Ensure the effective conduct of the Executive Board's work and responsibilities at and between its meetings. This includes the responsibilities of the Vice Presidents.
- Ensure the Executive Board meets its internal and external statutory obligations.
- Ensure the effective governance of the organisation with a focus on: strategy; resourcing; communications and external relations; structure; and performance.
- Oversee the management of the organisation ensuring systems are in place for: the development and implementation of business plans; financial and risk management and control; and staff governance.

- Supervise and provide support to the Executive Director in her/his management of the organisation, its staff and resources, and relations with the Executive Board, members and external organisations.

Leadership

- Develop a vision and strategy together with the Executive Board for the work of the Organization for the period of his/her mandate:
- Encourage implementation and coordination of the contributions of Vice Presidents and Executive Board members to the work of the organisation
- Encourage linkages between and among the IUHPE's structures (Members, Executive Board members, Advisory Forum members, including working groups, interest groups, and networks, Regional structures) and strategic approaches
- Represent the IUHPE at external events and meetings
- Chair the meetings of the Executive Board at least twice a year and develop its agenda in collaboration with the Executive Director
- Ensure effective communication with members of the IUHPE of the organisation's work, its challenges and achievements.

General responsibilities

The President will carry out a number of other tasks associated with the role such as officiating at the General Assembly and acting on behalf of the Executive Board and the membership as and when required, as set out in the Constitution. H/she represents the IUHPE in law, and in all civil acts, and ensures the general supervision of the work of the headquarters, normally by delegation to the Vice President for Administration, or to another Vice-President, or by other means where appropriate. In the interval between sessions of the general Assembly, and of the Executive Board, or when it is impossible for them to meet owing to exceptional circumstances, the President is authorized to take any urgent measures, including the approval of extraordinary expenditure not included in the budget approved by the Executive Board. S/he is responsible for giving an account of such measures at the next meeting of the group(s) in question.

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 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. Supports the Vice President for Scientific Affairs in the coordination, and development of IUHPE position papers.
4. Leads the development of key advocacy messages based on IUHPE positions.

5. Works with the Vice President for Communication in dissemination and mobilization of key messages through IUHPE communication platforms.
6. Works with the Vice-president for Finance and Internal Control 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.
7. Reports to the Executive Board on advocacy activities, problems, prospects, and accomplishments.
8. Is the convenor of an advocacy ad hoc group comprised of Executive Board members and other IUHPE's members, for their specific or technical expertise relating to the issue under consideration, who together consider advocacy proposals from IUHPE members and forwards proposals to the Executive Board for advocacy actions.
9. Works with other Vice Presidents and Executive Board members to implement IUHPE's work plans in line with agreed policies, protocols and resources.

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 Internal Control, and other Vice-Presidents and members of the Executive 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 14 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 Executive Board
4. Advises the President, Executive Director and Executive 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 and Internal Control
6. Oversees 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 and Internal Control, Executive Director and any one in charge within the Headquarters who has been chosen with the approval of the Executive Board.
8. Works with other Vice-Presidents and Executive Board members to implement IUHPE's work plans 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 the 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 Board on emerging needs and activities for IUHPE involvement.
4. Reports to the Executive Board on activities and accomplishments.
5. Works with other Vice-Presidents and Executive Board members to implement IUHPE's work plans 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 *Global Health Promotion* 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. Works with the Vice president for Scientific Affairs and with the Vice President for Advocacy in the dissemination and mobilization of key scientific and other policies, content and messages using IUHPE communication platforms.
6. Advises the Executive Committee and Board of Trustees on emergency issues of relevance;
7. Reports to the Executive Committee and Board on achievements.
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 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. Provides support and advice to those offering to organise IUHPE Conferences.
2. Attends global Conference planning meetings where time and funding permits.
3. Participates in the oversight/global or regional Conference Organising Committee
4. Reviews the process for the selection of the venue and conference organisers.
5. Coordinates the planning and holding of the Annual Forum meeting
6. Imports learning from other international NGOs and conference organisers.
7. Further develops mechanisms to ensure the quality of IUHPE branded events.
8. Further develops mechanisms to ensure the appropriate branding of IUHPE events.
9. Develops mechanisms to further ensure that learning is shared between conferences.
10. Develops mechanisms to better involve members in conference planning and development.
11. Develops a long term strategic plan on IUHPE Conferences.
12. Develops mechanisms to evaluate processes developed for the organisation of future conferences and Forum meetings.
13. Works with other Vice-Presidents and Executive Board members to implement IUHPE's work plans in line with agreed policies, protocols and resources.

VICE PRESIDENT FOR FINANCE AND INTERNAL CONTROL (FIC)

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 Board on the financial affairs and performance of the organization covering: income and expenditure; independent annual audit and annual accounts; and expenditure against budget plans;
4. Reports to the Executive Board on the internal control environment covering: staff governance policies; estates provision; and risk management;
5. Ensures that the Executive Board 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 Executive Board 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 Administration, Executive Director and any one in charge within the Headquarters who has been chosen with the approval of the Executive Board;
 9. Works with other Vice-Presidents and Executive Board members to implement IUHPE's work plans in line with agreed policies, protocols and resources.

VICE PRESIDENT FOR FUND RAISING and MARKETING

The principal duties of the Vice-President for Fund Raising and Marketing are cross organizational with the objectives of maximizing fund raising and marketable opportunities, created by IUHPE's activities, eg. membership, conferences, journals, etc. In discharging these responsibilities, s/he carries out the following functions:

1. Develops and maximises the opportunities created by brand IUHPE for the general issue of income
2. Reviews, develops and coordinates a corporate cross organisational fund raising and marketing fund
3. Proposes new fund raising and marketing opportunities for consideration by other portfolios including Regional Vice Presidents
4. Undertakes a proper marketing research regarding the market intelligence to undertake future fund raising and marketing activities
5. As a delegated responsibility and authority, to actively pursue fund-raising and marketing opportunities
6. Coordinates IUHPE's activities related to marketing and fund raising by providing Vice President support to portfolios and their contributions
7. Quarterly reports to the Executive Board.

VICE PRESIDENT FOR MEMBERSHIP (MEM)

The principal duties of the Vice President for Membership are to:

1. Develop a membership strategy and action plan
2. Ensure responsibility for monitoring the membership structure and make recommendation to the Board to improve the membership structure
3. Oversee the management of the membership processes undertaken by the Headquarters
4. Identify and make suggestions to enhance the added value of different membership categories
5. Ensure optimal distribution of membership across regions, languages, and membership types
6. Develop regional anchorage of membership in collaboration with Regional Vice Presidents

7. Develop mechanisms for Headquarters to increase membership
8. Oversee the development of tools and guidelines in collaboration with Headquarters to enable Regional Vice Presidents to recruit and support members at the Regional level
9. Develop and oversee a mechanism to listen to the concerns of members in order to take appropriate measures
10. Liaise with other Vice Presidents in the completion of this portfolio.

VICE PRESIDENT FOR SCIENTIFIC AFFAIRS (SA)

The principal duty of the Vice President for Scientific Affairs 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;
3. Advises on the development of the scientific and technical content of the Journal *Global Health Promotion* and other publications;
4. Leads and coordinates the development and scientific clearance of position papers;
5. Supports the Vice President for Advocacy in the development of key scientific advocacy messages, based on IUHPE positions;
6. Speaks and represents the IUHPE on scientific matters;
7. Recruits technical experts to undertake to undertake scientific and technical development projects, and oversees their activities;
8. Oversees the work of scientific Global Working Groups, their establishment, reporting and vetting for scientific content (see Annex F of these Bye-laws);
9. Advises the Executive Board on emerging scientific and technical issues and activities which the IUHPE needs to take into account;
10. Reports to the Executive Board on activities and accomplishments under his/her work plan.
11. Works with other Vice-Presidents and Executive Board members to implement IUHPE's work plans in line with agreed policies, protocols and resources.

VICE PRESIDENT FOR PARTNERSHIPS AND INSTITUTIONAL AFFAIRS (PIA)

The principal duty of the Vice-President for Partnerships and Institutional Affairs 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;
- Related NGOs;
- Philanthropic organizations;
- Other movement-based institutions as relevant and
- Traditional Global Intergovernmental Agencies

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; and
4. Brings the health promotion perspective to the table of other parties and institutions.

ANNEX C

RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR

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

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 Executive Board for its approval;
5. Disburses funds in accordance with the annual budget approved by the Executive Board, liaising where necessary with the Vice-President for Finance and Internal Control, and making regular financial reports to the Executive Board 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 nongovernmental bodies at local, regional, national and international levels;
9. Works with Global, Regional and Headquarters Officers, and Executive Board Members, committees, working groups, interest groups, networks, etc. to facilitate the implementation of IUHPE's work plans in line with agreed policies, protocols and resources;
10. Provides support to IUHPE Regional structures;

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

ANNEX D

SPONSORSHIP GUIDELINES

1. Introduction

These Sponsorship Guidelines aim to maximise IUHPE's potential to collaborate with and access funds and in-kind contributions from the private sector, without contravening the principles, values and goals of IUHPE and its members, and without limiting IUHPE's independence.

These guidelines do not aim to provide an exhaustive list of every possible funding opportunity or collaboration with the private-sector, but rather define a set of operating principles and procedures in order to maximise the potential of this kind of collaboration, directly contributing to IUHPE's mission, while maintaining its ethical values and independence.

2. Defining private sector

In this context, the term 'private sector' covers only 'for-profit' companies/ enterprises/ corporations, business organisations or other entities, irrespective of their legal nature (registered/not registered), ownership (wholly or partially privately owned/state owned) or size (large/small).

Other private organisations and institutions that are not profit-driven (Universities, NGOs, Foundations etc.), are not covered by these guidelines, as long as they are not clearly dependent from a private sector body (e.g. company foundations). Nevertheless, it is recognized that the general and mission specific criteria outlined in these guidelines would also be applied to evaluate the acceptability of collaborations with not-for-profit bodies.

3. Defining partnership and sponsorship

The development of partnerships that are not immediately aimed at providing additional in-kind or financial resources to IUHPE is encompassed by the portfolio of the Vice-President for Partnerships and Institutional Affairs, with input from other relevant members of the Executive Board and Headquarters Staff as appropriate. All other sponsorships are under the direct responsibility of the Vice-President for Marketing and Fund-raising with the same expectation of input from other relevant members of the Executive Board and Headquarters Staff as appropriate.

'Partnership with the private sector' is here used to define a voluntary and collaborative agreement or arrangement between IUHPE and a member of the private sector, in which participants agree to work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, and benefits.

The term 'Sponsorship' refers here more specifically to a partnership in which an external

provider offers funds, resources or services to IUHPE to support its operations and activities without having the expectation of an equivalent counterpart of whatever nature (i.e. the sponsor's contribution largely exceeds what it gets in return in terms of visibility, image etc.).

Both Partnerships and Sponsorships may take different forms and should be evaluated and negotiated on a case-by-case basis.

Examples of different partnerships with the private sector

- Multi-stakeholder dialogue, for instance as part of advocacy efforts on any HP issue
- Joint project with a private company

Examples of different kinds of sponsorship

Financial contributions

- Grants for specific projects
- Operating grants
- Donations
- Sponsorship for events/conferences

In kind contribution

- Provision of services
- Provision of products
- Provision of voluntary work/consultancy
- Concession of office or other space for the implementation of IUHPE activities

4. General criteria

The IUHPE welcomes and seeks collaboration with private-sector organisations whose values, principles and ethical rules are compatible with those of the IUHPE, and which share ideas of the working methods to be applied for a successful partnership and/or sponsorship.

In particular, in order to assess the suitability of a potential partner or sponsor, IUHPE applies the following *general* criteria:

- a) **Shared values and principles:** The IUHPE is interested in working with private sector entities that share its values, including internationally recognized principles concerning human rights, labour, the environment and anti-corruption, as reflected in the United Nations Global Compact:

UN Global Compact's principles¹:

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour;
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility;
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

- b) Clear delineation of responsibilities and roles:** a formal written agreement between the private entity and the IUHPE has to be signed before starting the collaboration, delineating respective roles, expectations, accountabilities, clear division of risks and responsibilities, resources and benefits.
- c) Maintain integrity and legal and financial independence:** Cooperative arrangements and sponsorships should not compromise, or be seen to compromise, the integrity, independence and impartiality of IUHPE's activities and decision making processes.
- d) No unfair advantage:** Every member of the private sector has the opportunity to propose cooperative arrangements. Cooperation cannot provide exclusivity or imply endorsement or preference of a particular entity or its products or services.

- e) **Transparency:** Cooperation with the private sector must be transparent. Information on the nature and scope of IUHPE's cooperative arrangements should be available on the IUHPE website and through other relevant means.
- f) **Commitment to the highest standards of professional and scientific practice.**

5. Mission-specific criteria

The IUHPE welcomes and seeks collaboration with other organisations that have goals and objectives, which are not in conflict with those of the IUHPE.

In order to assess the suitability of a potential partner, in addition to the general criteria outlined above, IUHPE applies the following mission-specific criteria:

- **Advance IUHPE goals:** Any collaboration with the private sector, including sponsorships, should be initiated with the explicit aim to contribute to promoting global health and equity, and advancing IUHPE goals. The objectives need to be articulated clearly and must advance IUHPE goals as laid out in its mission.
- **Commitment to promoting better health:** The IUHPE would prefer to enter into partnerships with organisations that clearly demonstrate through their activities a commitment to promoting better health. This attribute is not however mandatory (see 'Unrelated businesses' below).
- **Exclusion of conflicting interest:** The IUHPE is unable to work with any organisation producing or being associated with any product(s), policy(ies) or service(s) which damage mental or physical health and wellbeing. Partnerships or sponsorship will not be considered appropriate where there is a fundamental mismatch of goals and objectives with those of the IUHPE.
- **Unrelated businesses:** Funds can be accepted from commercial enterprises, whose business is unrelated to that of IUHPE, provided they are not engaged in any activity which is incompatible with IUHPE work and/or mission and that their contribution can clearly contribute to the attainment of IUHPE goals.

6. Donations

According to the French Law, the IUHPE can receive, from living individuals or organisations, uninterested gifts/donations either in cash or goods, which do not need to be witnessed/validated by a solicitor/notary with an authenticated deed.

It can also receive any kind of donation that, by law, needs to be the object of an authenticated deed, such as legacies, inheritance or donations of real estate.

The IUHPE will respect a request for non-public recognition of financial support from acceptable funders/donors/sponsors wishing to contribute to IUHPE. It is possible

that potential donors may wish to gift funds anonymously. In this case the IUHPE's designated office bearers will vet the acceptability and compatibility of any arrangement. If deemed acceptable the principle of non-public recognition would apply, with knowledge of the funding source confined to the office bearers, and documented securely with the IUHPE's accountants. It will not however accept any offers of funding, sponsorship or donations from anonymous sources, no matter the value, without this screening procedure.

With regard to sponsorship funding, the IUHPE will negotiate with the sponsor the appropriate acknowledgement of each contribution which is in line with IUHPE goals and values and the criteria set forth in these guidelines. IUHPE does not allow specific product/services of any sponsor to be advertised via any IUHPE medium. Where a company offers to provide discounted services to members, the VP for Marketing and Fundraising and the VP for Communications, together with the Chair of the Membership Development Advisory Committee (MDAC) will identify and negotiate the most appropriate way to communicate the arrangement, in line with IUHPE goals and values.

7. Risk management

Diversification

In order to avoid the risk of association with one single interest or company, the IUHPE should try as much as possible to diversify its sources of income and collaborations with the private sector.

In addition to this, any collaboration or partnership with the private sector should not provide exclusivity or imply endorsement of a specific company or product.

Image and reputation risk

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

Corporate partners or private sponsors shall at no time make use of the name, or logo of the IUHPE, or make any claim of association without prior written authorisation.

The IUHPE's name and logo cannot be used for commercial purposes, unless explicitly approved in specific circumstances (e.g. to assist in raising funds for the IUHPE).

The fact of having supported the IUHPE does not entitle the sponsor to claim any endorsement by the IUHPE of its activities or products.

The IUHPE reserves the right to terminate without advance notice or penalty the partnership or sponsorship contract in case, on the basis of new evidence, the partner or sponsor acts are determined to be harmful to the image and/or mission of IUHPE.

Indirect partnerships or sponsorships

The IUHPE avoids participating in indirect partnerships or sponsorships unless there is a direct relationship with the represented entities (e.g. law firms, PR agencies).

8. Role of sponsors in IUHPE governance

Any partnership undertaken by the IUHPE should in no way compromise, or be seen to compromise the independence of its decision-making processes.

Sponsors and partners do not participate, nor have voting rights in the organisation's governing bodies.

9. Procedure

Any organisation can approach the IUHPE to propose sponsorship or collaboration.

The IUHPE's officers and members are also encouraged to actively seek and propose potential sponsorships from the private sector in order to contribute to the advancement of the organisation's work and the attainment of its goals.

Any individual (Officer, member etc.) or group (GWGs, Interest Groups, Networks, etc.) acting on behalf of the IUHPE in developing any fundraising activity for the organisation will take this private sector engagement policy into consideration, and consult the Vice-President for Marketing and Fundraising before seeking such funding.

The Vice-President for Marketing and Fundraising will do the first screening of the acceptability of any proposed sponsor and sponsorships terms. In doing so, the Vice-President for Marketing and Fundraising can ask for further information or do/commission independent research on the sponsor, its activities and products to assess the effect of the private partner's products or services on health and whether they are compatible with the IUHPE's mission and values.

The sponsor may be asked to sign a declaration of honour of its compliance with all the criteria, in case public information is insufficient to assess all required aspects.

The Vice-President for Marketing and Fundraising will then make recommendations for approval/dismissal of the proposal to the Executive Board Committee either at a regular meeting or in electronic form. In case the acceptability of the sponsorship is still unclear despite these guidelines, or is controversial, the Vice-President for Marketing and Fundraising can also present the discussion to the Executive Board without making a specific recommendation.

The Executive Board can approve or dismiss the sponsor or the specific conditions of the proposed sponsorship should the decision be controversial.

A record of the potential sponsorships already evaluated (positively or negatively) in the past should be kept to build a repository of experience to learn from and to ensure fairness in decisions through time.

Any sponsorship, once approved, must be supported by a contract or similar agreement specifying:

- 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, and
- the compliance with the present guidelines.

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 this Annex E of the 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 37 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 Advisory Committee and any relevant Vice President.
This type of resolution also encompasses specific requests for action that are not necessarily 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 Executive Board 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 Executive Board,
- 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 Executive Board 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.

Annex F – GENERAL TERMS OF REFERENCE FOR GLOBAL WORKING GROUPS, INTEREST GROUPS, AND NETWORKS

Background

The International Union for Health Promotion and Education (IUHPE) is a membership-based organization. One of its objectives is to facilitate networking among health promotion professionals across the world, therefore contributing to develop the health promotion field. IUHPE Global Working Groups, Interest Groups, and Networks gather professionals around common interests, expertise or profiles. They provide IUHPE members with a unique opportunity to be involved in the IUHPE life and in the health promotion field, at a global level.

A Global Working Group is a nominated group of experts in a particular area. Global Working Groups align their work plans with the IUHPE organisational objectives and commit to some key deliverables which actively contribute to the development of the IUHPE scientific agenda.

An Interest Group is a gathering of members around a common area of interest. It is an exchange platform to discuss or debate. Interest groups may work in collaboration with Global Working Groups on specific issues of their work plan.

A network is a group of members with a common profile (professional, geographical, linguistic, etc.). Networks contribute to the completion of the IUHPE integrated work plan.

Global Working Groups (GWG)

Establishment

The creation of a new **Global Working Group** can be suggested following a resolution from the IUHPE General Assembly, decision taken by the Executive Board or interest from members of the Organisation. The initiator should send a written proposition describing the GWG's background and rationale to the Vice-President for Scientific Affairs. The Vice-President for Scientific Affairs will consider the proposition which should be in line and contribute to the IUHPE priorities areas and Scientific Affairs portfolio. The GWG Chair(s) will develop, in collaboration with the Vice-President for Scientific Affairs, the GWG membership, terms of reference and a three year work plan to be endorsed by the Executive Board.

General Structure

The Global Working Groups are chaired by one or two individuals –and members of the IUHPE- who will be responsible for:

- Coordinating the overall development and implementation of the GWG work plan
- Actively participate in the preparation of the scientific programme of the IUHPE World Conferences (and regional conferences) through participation in the GWGs liaison sub-committee
- Liaising with other GWG's chairs in order to ensure synergies and mutual support where appropriate

- Liaise with the relevant interest group facilitator for the dissemination of resources, best practices and tools and to facilitate the engagement of the IUHPE membership
- Report to the IUHPE Vice President for Scientific Affairs, on a regular basis and formally bi annually to the IUHPE Executive Board
- Be the focal point for the organization on issues it focuses on.

Membership

The Global Working Groups are composed of a relatively small group of experts (approximately 5 to 10) invited by the GWG Chairs and the IUHPE Vice President for Scientific Affairs.

The invited experts can either be members of the IUHPE or non IUHPE members that contribute to specific expertise for the implementation of the work plan and linkages with external initiatives and stakeholders.

Members of a Global Working Group are responsible for:

- Identifying areas of leadership, contribution and interest in the GWG work plan
- Taking leadership with respect to the development of specific activities detailed in the work plan
- Participating in email exchanges, occasional teleconferences, and face-to-face meetings when possible to advance the work of the GWG
- Signaling opportunities for pursuing additional resources to support the work plan of the GWG
- Ensuring efforts to connect with other relevant groups or organisations from their networks with which the GWG should be linking up for greater impact and reach.

Contributions

Global Working Groups make strategic contributions to the IUHPE areas of work priorities through their work plans and deliverables.

Scientific agenda

Global Working Groups contribute to the scientific agenda of the IUHPE and thereby to the development of the knowledge base and better practice in health promotion and to the wide dissemination of knowledge to policy makers and practitioners.

Their work plan is oriented towards the development of concrete deliverables and outputs that will contribute to the advancement of the health promotion knowledge and debate on particular issues (and in line with the IUHPE areas of work).

Publications

Global Working Groups are requested to report through the IUHPE official publication *Global Health Promotion* and through other IUHPE family of journals as opportunities arise. They are also considered as an important resource in terms of input to other scientific publications that the IUHPE is engaged in or coordinates.

IUHPE Conferences

Global Working Groups make active contributions to the scientific programme of IUHPE World and Regional Conferences. The Global Working Group Sub-Committee sits on the Global Scientific Committee of the IUHPE World Conferences ensuring that Global Working Groups contribute to the definition of the themes of the scientific programme to the identification of key note speakers and to the development of sub-plenaries. They are also

encouraged to develop parallel sessions (symposium, poster, workshops, and satellite events) as appropriate.

Support

Global Working Groups work in close collaboration with the IUHPE headquarters, who will facilitate the exchange with other Global Working Groups (mainly through the IUHPE GWG sub-committee) and the participation in IUHPE specific research and collaborative programme. When GWGs resources do not allow for, depending on its capacities, the headquarters will support the development of the core activities of that particular GWG. The IUHPE headquarters will also support the development of a dedicated webpage and of other communication tools.

Template of Terms of References

The Terms of References of each Global Working Group should include the following:

- Background and rationale
- Mission (including the topic covered and the main objectives of the Global Working Groups)
- Objectives
- Membership/composition
- Chairs and members responsibilities
- Work plan (including objectives, deliverables, and timeline)
- Expected support from headquarters

Interest Groups

Establishment

The creation of a new Interest Group can be initiated by any group of minimum 15 IUHPE members. The *leader* should send a written proposition describing the Interest Group's background and rationale to the Vice-President for Communications. The Vice-President for Communications will consider the proposition and, should it be in line with the IUHPE priority areas, s/he will develop, in collaboration with the *leader*, Terms of Reference to be endorsed by the Executive Board.

Once the Terms of Reference are accepted, the IUHPE Headquarters will invite all members to join.

General Structure

A minimum of two members is recommended to manage the work of the interest group and cover the following roles and responsibilities:

- be the liaison person between the Interest Group and the Vice-President for Communications, who represents Interest Groups in the Executive Board
- work in collaboration with the appropriate Global Working Group chair to orientate (when the Global Working Group needs specific inputs) and report discussions

- moderate the online discussions (propose – or validate - new discussions, monitor online dialogues and moderate Interest Group members)
- keep the minutes and archives of the various discussions
- report a minimum of twice a year to the Vice-President for Communications
- manage the Interest Group's membership in collaboration with the IUHPE Membership Officer at the Headquarters
- work in collaboration with the IUHPE Communications Officer at the Headquarters for possible information dissemination

Membership

Only IUHPE members whose membership is up-to-date can join an interest group. The IUHPE Membership Officer, in collaboration with the Interest Group moderator will verify members' status every year and the access to interest groups will be temporarily blocked for members who have not settled their membership.

All individual, honorary, student and retired members can join any interest groups directly online.

The official representatives of institutional members (of regional or national scope, or Trustee members) can join any interest groups, or appoint one of his/her colleague to represent their institution into an interest groups.

Contributions

Online dialogues

The main activity of an Interest Group is to initiate, participate in, and moderate their exchange platform, mainly online dialogues.

Publications

Interest Groups can share, in collaboration with the IUHPE Communications Officer, any important information with the rest of the IUHPE network (online, by email, etc.)

Interest Groups are also encouraged to publish commentaries into the IUHPE official Journal, *Global Health Promotion*.

IUHPE Conferences

Interest groups are encouraged to take the opportunity of IUHPE regional, and world, conferences to organize a meeting, whether a formal *session* of an informal gathering, to present their activities, discuss specific issues in their areas of interests. Such meetings will offer a unique opportunity to network, and recruit new members.

Support

Interest Groups will work in close collaboration with the IUHPE Membership and Communications Officer for any technical details/request.

Template of Terms of References

The Terms of References of each Interest Group should include the following:

- Background and rationale
- Mission (including the topic covered and the main objectives of the Interest Group)
- Coordination (moderation of the Interest Group, coordination with the appropriate Global Working Group)

- Moderators' names and responsibilities
- Reporting mechanisms

Networks

Establishment

The creation of a new IUHPE network can be initiated by any group of minimum 10 IUHPE members. The *leader* should send a written proposition describing the network's background and rationale to the Chair of the Membership Development Advisory Committee (MDAC). The MDAC Chair will consider the proposition and, should it be in line with the IUHPE priority areas, s/he will develop, in collaboration with the *leader*, Terms of Reference to be endorsed by the Executive Board.

IUHPE networks should also develop a three-year action plan (which will be revised at the same time as IUHPE's) which will be endorsed by the Executive Board.

Once the Terms of Reference are accepted, the IUHPE Headquarters will invite all members to join.

General Structure

A minimum of three members is recommended to manage the work of the network and cover the following roles and responsibilities:

- Chairing and facilitating the network and its work
- Monitoring the delivery of the action plan
- Keep the minutes and archives of the various discussions
- Report a minimum of twice a year to the MDAC Chair
- Manage the Network's membership in collaboration with the IUHPE Membership Officer at the Headquarters
- Work in collaboration with the IUHPE Communications Officer at the Headquarters for possible information dissemination

A descriptive internal governance structure, which might evolve, should be included in the Terms of References.

Membership

Only IUHPE members whose membership is up-to-date can join a network. The IUHPE Membership Officer, in collaboration with the chair of the network will verify members' status every year and the access to networks will be temporarily blocked for members who have not settled their membership.

All individual, honorary, student, and retired members can join any network directly online. The official representatives of institutional members (of regional or national scope, or Trustee members) can join any network, or appoint one of his/her colleague to represent their institution into a network.

Contributions

Participating in the IUHPE life

IUHPE networks contribute to the achievement of IUHPE scientific agenda. They can for instance, represent their interest in global discussions, run surveys or researches, deliver key products, or assist the IUHPE Headquarters in the dissemination of information, etc.

Reaching out IUHPE network

One of the missions of IUHPE networks is also to develop IUHPE membership across the world. With that purpose, non-members can follow the activities of one network to better understand the health promotion field, the IUHPE organization or the network. Non-members do not have the possibility to be actively involved in the network's activities unless they join the IUHPE and therefore become a *full-member* of this network.

The passive participation of non-members in networks should be limited in time (once the non-member is fully aware of what do the network and the IUHPE, s/he should be asked to join the IUHPE if s/he still has a strong interest in the network).

Publishing

Networks can share, in collaboration with the IUHPE Communications Officer, any important information with the rest of the IUHPE members (online, by email, etc.)

Networks are also encouraged to publish original articles or commentaries into the IUHPE official journal, *Global Health Promotion*.

Providing inputs to IUHPE Conferences

Networks should contribute to the scientific agenda of all IUHPE World, and regional, Conferences. They could propose a parallel session (symposium, poster or other) to present their activities or discuss specific issues in their areas of interests.

Networks are also encouraged to take the opportunity of IUHPE regional, and world, conferences to organize an informal meeting to gather all network members. Such meetings will offer a unique opportunity to network, and recruit new members.

Support

Networks will work in close collaboration with the IUHPE Membership and Communications Officer for any technical details/request.

Template of Terms of References

The Terms of References of each IUHPE Network should include the following:

- Background and rationale
- Mission (including the topic covered and the main objectives of the Network)
- Governance structure (coordination mechanisms, "executives" names and responsibilities)
- Reporting mechanisms