

CHARTER Safe Community Global Alliance

Background

The International Safe Community (ISC) Network began in the late 1980s to address the global injury burden. Dr Leif Svanstrom, based at the Karolinska Institute in Stockholm Sweden, has been the Chair of the ISC Network since its inauguration. Since the first 'Safe Community' designation in Sweden in 1989, the number of designated communities within the ISC network has grown to over 200 globally, located in 28 countries. The mission of the ISC, is based on the principle that "All human beings have an equal right to health and safety" and is stated in the 'Manifesto for Safe Communities' adopted in Stockholm in 1989 <http://www.phs.ki.se/csp/pdf/Manifesto.pdf>.

Throughout the history of ISC, the role of the World Health Organisation (WHO) has been to promote network development, delegating authority to a WHO Collaborating Centre on Community Safety Promotion with responsibility for ISC. Dr Svanstrom has been the head of this Collaborating Centre since it was established. However, the agreement between the WHO and the Collaborating Centre currently located at Karolinska Institute ends in September 2011, the same time as Dr Svanstrom retires. In addition to the Karolinska Institute Collaborating Centre, a WHO Collaborating Centre for Violence and Health based at Cali, Colombia with Dr Maria Isabel Gutierrez as Director also has responsibility to promote the ISC network in the American region. To ensure the long-term sustainability of ISC globally, a governance committee appointed by Dr Svanstrom has been formed to develop a transition plan. The responsibility of this committee is to ensure that the ISC network continues to grow with shared responsibility for the governance of the network.

Dr Svanstrom appointed Dr Carolyn Coggan as the Chair, Mr Henk Harberts as Co-Chair and 11 respected community members and representatives from the network's Certifying and Affiliate Support Centres, all from different countries, to this committee. Because some of the proposed members were unavailable or unable to participate, the chairs have recruited other ISC representatives to sit on the committee, or serve as advisors to the process. The committee has held multiple meetings, including discussions at the Suwon and London conferences earlier this year, together with teleconferences and face-to-face meetings involving this committee, as well as other community, Certifying and Affiliate Support Centre representatives. Our work has resulted in a consensus by network representatives on what should happen to ensure the ongoing sustainability of the ISC network. Key points of this consensus include:

- Continued support from WHO, particularly from the VIP section
- Continued support from a WHO Collaborating Centre on Community Safety Promotion
- Recognition of the essential role undertaken by Certifying Centres, and increased democratic governance of the network via these Certifying Centres
- Better alliance and coordination with VIP's program goals
- Sharing of responsibility for coordination and administration of the network by a Board and a Collaborating or Coordinating Centre.
- Greater emphasis on evaluation of SC program, to promote the development of a stronger science to underpin future community-based injury prevention.

Currently, while the representatives of WHO VIP section have agreed to be supportive of the ISC Network, it was made clear at a meeting in London that no WHO Collaborating Centre will be appointed for the ISC Network in the near future. It was further recommended that the ISC Network should consider other forms of alignment with the WHO. It was also at this meeting that a new name "Safe Communities Global Alliance" for the proposed new WHO affiliate was raised.

As a result, the Safe Communities Global Alliance is engaged in the evolution of a new relationship with the WHO as an aligned non-government organization (NGO), similar relationships WHO has with such prominent NGOs as the International Red Cross.

CHARTER Safe Community Global Alliance

Karolinska Institute's WHO Collaborating Centre on Community Safety Promotion will transfer its accumulated expertise and best practices to the new Safe Communities Global Alliance, at a ceremony to be held during the 20th International Conference on Safe Communities, 6-9 September, in the municipality of Falun, Dalarna, Sweden.

From September 2011, the Safe Communities Global Alliance will assume responsibility for the next phase of community-based safety promotion and injury prevention programming. While its focus forward will be to develop concepts and practices required for future sustainable growth, it retains the key elements developed over the years by the Karolinska WHO CC that underpin the strength of the movement. This includes the standards of quality and collaboration that form the basis of accreditation and **International Safe Community Designation** such as:

- ⇒ The six criteria required for a community to achieve an International Safe Community Designation.
- ⇒ The criteria used to establish International Certification Centres, Affiliate Support Centres and Regional Safe Community Networks around the world.
- ⇒ The mandate to promote and encourage the development of Centers of Excellence in injury prevention and safety promotion research and evaluation.
- ⇒ The sharing of best practices and knowledge mobilisation, not only at the national and international levels, but among communities themselves.

All 200 internationally accredited communities around the world will retain their designation status under the SCGA umbrella and all new communities will be subject to the same standards as their predecessors.

Additionally, the opportunity to form special relationships with a number of universities around the world to create more Centres of Excellence, rather than a singular relationship with one university is a real strength of the SCGA. Two such universities have already stepped forward to collaborate with the new SCGA – the **Universidad de Valle in Cali**, Colombia (an existing WHO Collaborating Centre) and the **Karlstad University** in Karlstad, Sweden (which is host to several former Karolinska staff with considerable knowledge and expertise in Safe Communities).

In addition to building on the Karolinska CC's ground-breaking work, the SCGA has been created to seek new opportunities to expand its horizons and to stimulate growth. The focus of this growth will be around the wider engagement of new communities, leaders and champions around the issues of injury, community safety and their environmental, societal and human characteristics. The SCGA will do this by researching, evaluating and broadening the external and internal framework for positioning these issues. As an aligned NGO within the broad family of WHO NGOs, SCGA will also play a role in the political and policy context that will propel solutions forward from a grass roots, community perspective.

CHARTER Safe Community Global Alliance

Name

The name of the organisation is the Safe Community Global Alliance (SCGA)

Vision

A world in which human beings can lead their lives free from the fear, the cost and the pain of preventable injury.

Values

- Safety is a human right
- Safety is a shared responsibility
- Safety is an attainable aspiration

Mission

The SCGA will support communities around the world to gain the capacity to do two things:

- To identify in a systematic way, the causes of injuries in their communities and to take strategic and effective actions to prevent them.
- To promote a culture of safety within their communities.

The SCGA helps communities meet the above vision, values and mission by:

1. Providing an accreditation process for Safe Communities membership based on established criteria and review processes.
2. Supporting a large network of communities around the world that have achieved the criteria and have been designated as International Safe Communities.
3. Being an effective vehicle for disseminating best practices in community safety and injury prevention around the world.
4. Providing an effective vehicle for appropriate research into the effectiveness of community-based injury prevention and safety promotion.
5. Creating effective networks of like minded community based practitioners and leaders both nationally and internationally.
6. Aligning with WHO as it offers credibility and expertise to reducing the burden of injury and violence.

Governance

The business language for the SCGA is English. The governance framework of the SCGA incorporates the interface with members and stakeholders, the source of strategic decisions that shape the SCGA and its work, and ultimate accountability for the work and actions of the organization. The governance framework of the SCGA is based on the following principles:

- a. Participation: providing all members and stakeholders with a voice in decision-making
- b. Transparency: built on the free flow of information and timely and balanced disclosure to members, stakeholders and the public
- c. Responsiveness: of institutions and processes to members and stakeholders, recognising the legitimate interests of members and stakeholders
- d. Consensus orientation: differing interests are mediated to reach a broad consensus on what is in the general interest, respecting the rights and interests of members, stakeholders and those involved in community safety programs
- e. Equity: all members have opportunities for involvement in the governance of the SCGA

CHARTER Safe Community Global Alliance

- f. Sharing: of resources, including costs for administration of the SCGA
- g. Effectiveness and efficiency: processes and institutions producing results that meet needs while making the best use of resources, and encourage performance improvement whilst recognising and managing risk
- h. Accountability: of decision-makers to members and stakeholders; promoting ethical and responsible decision making; structuring the Board to lay solid foundations for management and oversight, to add value and to safeguard the reliability and integrity of financial reporting
- i. Strategic vision: leaders and the members have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.

Structure

The following organisational structure applies to the SCGA immediately, although it is recognised that until the existing WHO Collaborating Centre contract expires with the Karolinska Institute in September 2011, all existing arrangements will also remain in place. It is also acknowledged that the rules governing the SCGA will need to be revised by the SCGA Board, on a regular basis.

The following groups (see also organisational diagram) will be responsible for globally supporting communities to achieve the criteria for designation as ISC:

- Board and Executive
- Certifying Centres
- Support Centres
- Regional Networks
- Academic Centres of Excellence

SCGA Board and Executive

The board will comprise eight representatives elected from either Certifying or Affiliate Support Centres, four elected community representatives and one representative from each of the Academic Centres of Excellence – a total of 14 members. Details relating to board elections and procedures are covered in subsequent sections.

Briefly, each Certifying and Affiliate Support Centre will be responsible for the election of their SCGA Board representative. Similarly, each designated ISC will be responsible for electing their SCGA Board representative. The academic appointments should be the Directors of these Centres. The Board will be responsible for electing the chair, up to two deputy chair positions, a secretary and a treasurer. These five members, together with the one academic board representative, will form the SCGA Executive. To ensure geographical representation, no country should have more than two representatives on the Board and no country should have more than one representative on the Executive Committee.

The SCGA Board must meet three times a year either face-to-face or via teleconferencing. It is expected that teleconference Board meetings will be required prior to September 2011 to ensure that a robust transition phase is established. The first face-to-face meeting of the Board, to be hosted by Karlstad University, will occur immediately before the 2011 ISC Conference in Sweden.

It is the responsibility of the SCGA Board to determine if it wants to appoint ex-officio non-voting members to the SCGA. The role of SCGA ex-officio members would be to provide advice and support for communities on

CHARTER Safe Community Global Alliance

an as-needs basis. If ex-officio members are to be appointed it is anticipated that the members will be appointed during the 2011 conference in Sweden.

The role of the SCGA Board is:

- Promoting the vision, values, mission and principles of the SCGA around the world
- Overall responsibility for strategic direction and operational functioning related to all aspects of the SCGA
- Setting and making changes to network policies, models and priorities
- Articulating and overseeing a clear and meaningful role for Certifying and Support Centres around the world
- In conjunction with the Centres of Excellence (CoE), accrediting, monitoring and auditing Certifying, Affiliate Support Centre and Regional Networks
- Establishing clear and meaningful lines of administrative and oversight accountability including fundraising and the establishment of an administrative office, if required
- Monitoring growth of ISC network members
- Responsibility for determining hosting rights for Safe Community biannual conferences
- Responsibility for developing a business model for SCGA
- Responsibility for resolving any disputes related to the designation/redesignation of communities
- Responsibility for the appointment and role of ISC Certifying and Support Centres
- Responsibility for refinement of the rules governing a future incorporated society for the SCGA, if required
- Responsibility for the development of a comprehensive SCGA communication strategy
- In conjunction with the CoE, managing all aspects of the ISC movement's relationship with the WHO
- In conjunction with the CoE, supporting the undertaking and publication of research and evaluation relating to the ISC movement and the efficacy of community based injury and violence prevention initiatives.
- Overseeing the process of annual reporting from communities and reviewing the content of those reports to ensure that they retain international relevance
- Designing and implementing an orderly process for the de-certification of Certifying and Support Centres that are no longer viable
- Review and appoint future Academic CoE.

It is proposed that a support centre be appointed to provide administrative support to the Board and to the SCGA community, certifying, affiliate and network members. However, until the source of funds have been identified and appropriate lines of accountability set in place, there will be severe limitations on what is able to be achieved.

Specifically, and in consultation with the Board, the Administrative Centre will be responsible for:

- Providing support for a consistent designation process for communities around the world
- Ensuring that annual summary reports on the state of the movement around the world are produced and summarising the key findings from these reports on an annual basis
- Serve as a repository and archive to the network
- In conjunction with CoE, managing all aspects of the SCGA website and SCGA newsletter
- Ensuring that a regular process of review and renewal of the Application Guidelines document is established
- Ensuring that any review tool (ie SCART) reflects any changes to the Guidelines document and that the review process it defines remain current and relevant to communities around the world

CHARTER Safe Community Global Alliance

Certifying Centres (CC)

During the period 2005-2010, Dr Svanstrom appointed 10 Certifying Centres and all agreements between the WHO CCCSP and Certifying Centres will remain until September 2011. For smooth transition, Certifying Centres should apply in March 2011 to the SCGA executive committee for designation under the SCGA, thus allowing for review of standards and procedures.

The role of Certifying Centres is:

- Promoting the vision, values, mission and principles of the SCGA around the world
- Serving as national or regional focal points to promote and champion the principles and goals of the ISC movement as articulated by the Board
- Improving quality by auditing applications from communities around the world that have applied for designation as International Safe Communities
- Ensuring international consistency in the designation process
- Advising the Board which communities have successfully completed the audit process for designation as International Safe Communities
- Representing the SCGA during designation ceremonies in communities around the world
- In consultation with other Certifying Centres and the Board ensure that both the Application Guidelines and the audit criteria remain standard and current around the world.
- Overseeing the training and accreditation of peer reviewers and site visit attendees
- Supporting the activities of regional networks in their part of the world
- In consultation with the Board implementing a process for the de-registration of designated communities that are no longer viable
- Providing input into the research requirements for SCGA.

Support Centres (SC)

Currently, Dr Svanstrom has appointed 19 Affiliate Support Centres. Some of these Centres have specific interest such as Research or Safe Schools. Others are related to Safe Communities. Additionally, most of the Certifying Centres are also Support Centres. Consequently determining the specific roles and functions of Support Centres is challenging and it is proposed that a review be undertaken by the SCGA Board during, and immediately following, the 2011 conference in Sweden. However, for smooth transition, Affiliate Support Centres should apply in March 2011 to the SCGA executive committee for designation under the SCGA, thus allowing for review of standards and procedures.

The role of Support Centres is:

- Promoting the vision, values, mission and principles of the SCGA nationally and regionally
- Responsibility for supporting and mentoring new members to the network
- Participating and providing input into relevant ISC activities
- Supporting the activities of regional networks in their part of the world
- Providing input into the training and research requirements for the SCGA.

Regional Networks (RN)

A review of the WHO Collaborating Centre website lists many regional networks, the strongest of which seem to be the Asian, European and Pan Pacific networks. The latter two networks have only recently been established and so the contribution of regional networks to the SCGA is unclear. Additionally, not all parts of the world have established regional networks. As the relationship between regional networks and the SCGA is still emerging the value and contribution of regional networks will need ongoing monitoring and support.

CHARTER Safe Community Global Alliance

The role of Regional Networks is:

- Promoting the vision, values, mission and principles of the SCGA in their region and around the world
- Responsibility for supporting and mentoring new members to the network
- Participating and providing input into relevant ISC activities
- Supporting the activities of Certifying and Support Centres in their part of the world
- Providing input into the training and research requirement for the SCGA.

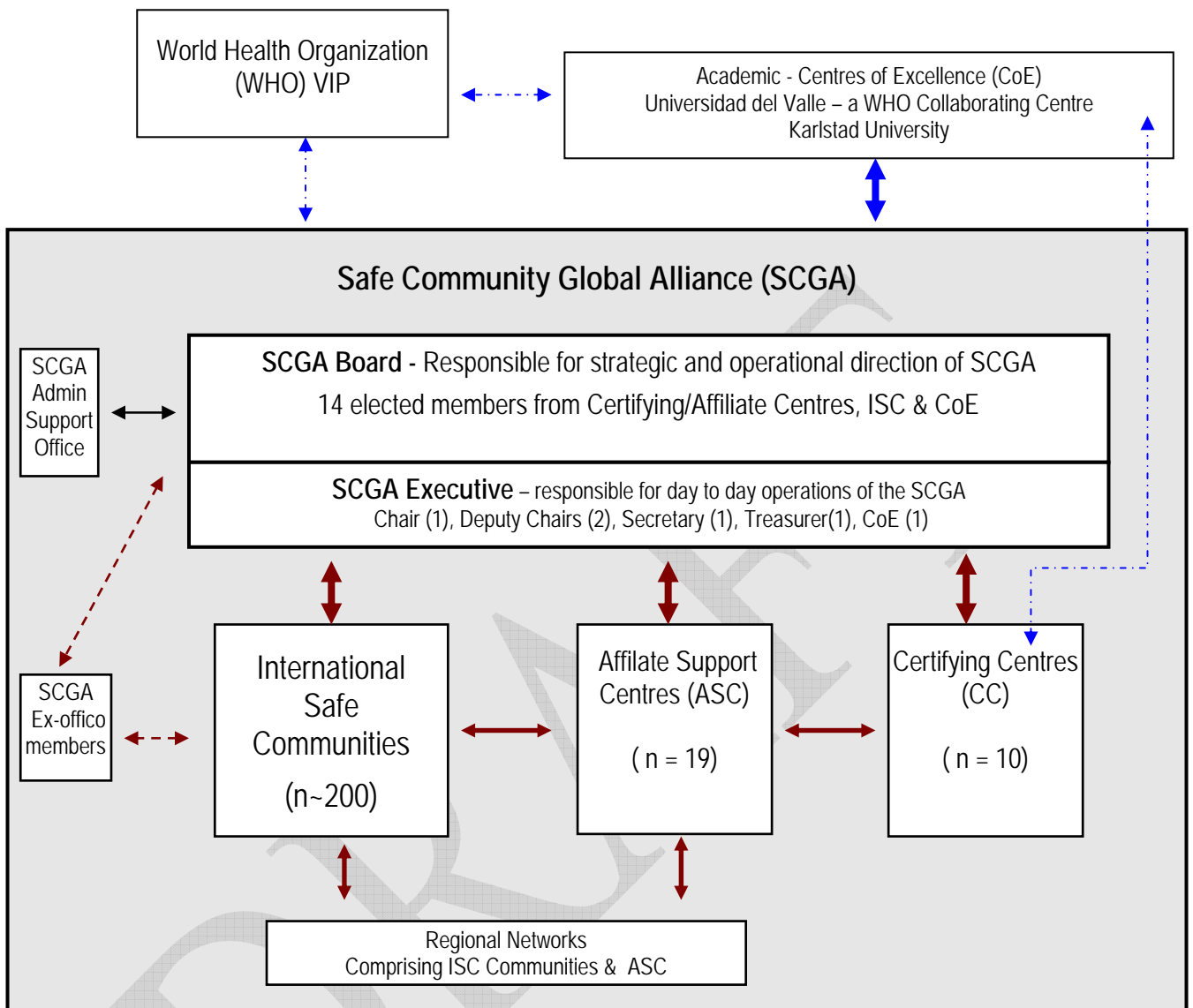
Academic Centres of Excellence (CoE)

The establishment of the SCGA has provided the opportunity to form special relationships with a number of universities around the world to create more Centres of Excellence, rather than a singular relationship with one university within its position as the assigned Collaborating Centre. Two such universities have already stepped forward to collaborate with the new SCGA – the Universidad del Valle in Cali, Colombia (an existing WHO Collaborating Centre) and Karlstad University in Sweden.

The role of Academic Centres of Excellence is:

- Promoting the vision, values, mission and principles of the SCGA around the world
- In conjunction with the Board, supporting all aspects of the ISC movement's relationship with the WHO
- Ensures that the SCGA is aware of and in alignment with WHO initiatives, especially in the fields of VIP and Safety Promotion
- Undertakes and publishes research and evaluation relating to the ISC movement and the efficacy of community based injury and violence prevention initiatives.
- In conjunction with the Board, accrediting, monitoring and auditing Certifying, Affiliate Support Centre and Regional Networks.
- In conjunction with the Board, overseeing a consistent designation process for communities around the world.
- Serve as a repository and archive to the SCGA.

SCGA Organisational Diagram



Strengths:

- Clear transparent leadership established.
- Administrative support maintained with aligned scientific/research focus to build the ISC evidence base.
- International link with WHO, while controlling appropriate use of WHO name/logo.
- Allows for phased in change, for new designations & for existing communities to continue to be supported.
- Focus is clearly on communities, not IS Schools IS Hospitals etc. separate entities at International level with local links.

Challenges:

- Agreements are between WHO CCCSP & NC (both Certifying & Affiliate) & will remain until Sept 2011. For smooth transition, Certifying & Affiliate Centres should apply in March 2011 to SCGA Board for designation under the SCGA, thus allowing for review of standards & procedures.
- Until the WHO NGO status is conferred, it may be difficult convincing communities and centres that no longer having a WHO CC does not weaken effective SCGA community safety efforts based on the WHO Safe Community Model.
- Need to develop a business model – how much will this all cost? What are the lines of responsibility - who does what by when?
- Intellectual property & all ISC resources etc need to be transferred from WHO CCCSP at KI to SCGA Board.

Membership of the SCGA

Membership of the SCGA is open to all designated International Safe Communities, Certifying Centres, Affiliate Support Centres and SCGA Academic Centres of Excellence.

Supportive organizational membership

This type of membership is open to any organization with an interest in injury research and prevention, especially at local community level.

Public and corporate sponsors – sustaining members

This type of membership is open to those who want to contribute to global community safety and is open to public and corporate bodies that endorse the vision, values, mission and governance principles of the SCGA.

Honorary memberships

The Board may propose to award a limited number of ex officio non-voting memberships to organizations or individuals who have a long-term history of supporting global commitment to violence and injury prevention, especially Community Safety Promotion. Nominations for memberships will be considered by the Board and must be endorsed by a two-thirds majority vote of the SCGA Board (including voting by mail).

Termination of membership

All kinds of membership will cease to exist:

- On termination of membership (as no longer fulfilling the criteria for designation and/or redesignation as an International Safe Community).
- On termination of membership (as no longer fulfilling the criteria for designation as a Certifying Centre, Affiliate Support Centre or Academic Centre of Excellence)
- On withdrawal of membership by the Organization in cases where the member acts in breach of the vision, values, mission, and principles of the SCGA.

Dismissal of a member requires a two-thirds majority vote by the SCGA Board (including voting by mail).

SCGA Board Procedures

Board Membership

The elected positions on the SCGA Board are in three categories: members appointed as representatives of Certifying and Affiliate Centres; members appointed as representatives of designated International Safe Communities; and members appointed as representatives of Academic Centres of Excellence.

The Board shall comprise 14 members including:

- 1 nominated by the WHO Violence and Injury Prevention and Disability program (ex officio)
- 2 representatives, one from each of the Academic Centres of Excellence
- 8 nominated by Certifying Centres and Affiliate Support Centres
- 4 nominated by designated International Safe Communities.

While multiple nominations are invited from within countries, only the highest polling candidate from any one country will be elected to the board. Consequently, the board can have no more than 2 from any one country.

The Board members will be elected by electronic email vote a minimum of 6 months prior to each bi-annual meeting from 2011. There are two distinct categories for election to the Board: Centres and Communities. Each designated Certifying Centre can only vote in the Centre category. Each Affiliate Support Centre can only vote in the Centre category. Similarly, each designated ISC can only vote in the Community category. A

CHARTER Safe Community Global Alliance

Call for Nominations will be sent to each Centre and ISC. If more nominations are received than positions are available elections will be held for that category. Each eligible Centre or ISC will be issued with a unique identifier and will be sent election papers via electronic mail. Voting for each category will be open for a two-week period.

When the number of academic CoE increases, the 2 representatives will need to be voted for by representatives of each academic CoE.

Board Terms

In 2011, half the Board members will be elected for a four year term and the other half for a 2 year term. Thereafter members will be elected for 4 year terms.

A Board member may be elected for back-to-back terms. However, no Board member may serve for more than two back-to-back four year terms successively, i.e. for more than a total of eight consecutive years. Board members who have served eight years shall be eligible to run for the Board again two years after the end of the initial eight year period.

Board Vacancies

The Board, by majority vote, may appoint a person to fill the unexpired term of any Board member until the next election.

Board Meetings

The Board shall meet at least every 3 months. Meetings of the Board may be held at such time, date, and location determined by the Chairperson. Notice and agenda of the meetings shall be sent at least 20 days prior to the meeting. Meetings may be conducted in person or by teleconference. If any matter requires urgent attention between Board meetings, the Chairperson shall notify all Board members and conduct a vote by e-mail. For all meetings, whether held in person, by teleconference or by e-mail, at least 6 Board members must participate to form a quorum.

At least once every second year the Board shall convene a face-to-face meeting, preferably at the time of the biannual Conference. Board members unable to attend in person shall, if at all possible, be linked in by teleconference.

Board Voting

Decisions are made by a simple majority of votes cast. In the event that the votes cast for and against a motion are equal, the Chair of the meeting shall have a casting vote.

Executive Board Members

There shall be 6 Executive members of the Organization: the Chairperson, 2 Deputy-chairpersons, a Secretary, a Treasurer and a representative from the CoE. These 6 persons form the Executive Committee. The Executive Committee is responsible for the day-to-day operation of the SCGA, including supervision of the administration office and the appointment of the coordinator.

Election of Executive Board Members

The executive members shall be elected by members of the Board – by a simple majority at the first meeting of each and every newly elected board.

Terms

No board or executive board member (including the Chairperson) may serve for more than two back-to-back four-year terms, i.e. a total of eight years.

CHARTER Safe Community Global Alliance

Vacancies

If any board position becomes vacant, the next highest polling candidate from the relevant category of Centres or Communities will be invited to join the board for the unexpired term. If an executive board position becomes vacant, the Board may elect a suitable person to fill such a vacancy for the unexpired term.

Duties of Executive

There shall be an Executive Committee comprising the Chairperson, the 2 Deputy-chairpersons, the Secretary, the Treasurer and one representative from the Academic Centre of Excellence.

The Chairperson of the Organization shall also be the Chairperson of the Executive Committee.

The Executive Committee shall have the power to conduct the business of the Organization between meetings of the Board. All business activity not previously approved at a Board meeting is to be reported to the Board at the following meeting for ratification.

The Executive Committee shall meet at least once a month by teleconference and otherwise as requested by the Chairperson.

Chairperson

The Chairperson shall serve as first in line to represent the Organization. The Chairperson shall, in carrying out duties for the Organization, serve as chair of the Board and the Executive Committee. The Chairperson shall make an annual report on the affairs of the Board and financial status of the Organization. The Chairperson shall communicate with the Organization or with the Board on such matters, and make such suggestions as may, in his/her opinion, tend to promote the welfare and increase the usefulness of the Organization. He/she shall also perform other duties, as required by the Board.

Deputy-chairpersons

The Deputy-chair persons shall act in the capacity of Chairperson in case of the absence of the Chair person. The Deputy-chair persons shall also be responsible for fulfilling duties delegated by the Chair person.

Secretary

The Secretary takes care of all the secretarial functions of the Organization. During the initial period, when the financial situation is still unclear, the Organization may not have any employees. When the finances are stable, financial management of the Organization may be vested in administrative staff that will be appointed by the Board. The Secretary reviews the Organization and is responsible for all correspondence. The Secretary shall report to the Organization at each bi-annual conference, and at such times as called on by the Board, a statement of the affairs of the SCGA since the last conference.

Treasurer

The Treasurer takes care of all the financial functions of the Organization. During the initial period, when the financial situation is still unclear, the Organization may not have any employees. When the finances are stable, financial management of the Organization may be vested in the administrative staff that will be appointed by the Board. The Treasurer shall be kept informed of all monies received and expended for use by the Organization and shall be informed of all disbursements authorized by the Board.

The Treasurer shall report to the Organization at each conference, and at each Board meeting, a financial statement of all receipts and disbursements since the last conference or Board meeting. This statement, together with all books, vouchers and necessary documents must be made available for audit.

CHARTER Safe Community Global Alliance

Working Groups/Committees

Committees/working groups may be established by the Board to address issues of interest to the Organization. Each committee shall be chaired by a member, appointed by the Board.

The committees/working groups shall report to the Board at each meeting. The Board will report on Committees/working groups at relevant conference meetings. Committees may continue their activities between Board meetings as agreed with the Board.

Election Procedures - Nomination requirements

- ⇒ To ensure transparency of process, one of the Centres of Excellence will be responsible for undertaking the nomination and election procedures. For the first election, Karlstad University has agreed to undertake this role.
- ⇒ Karlstad University will send out a call for nominations by email to the main contact person for each ISC and Centre as indicated on the ISC website currently hosted by the Karolinska Institute.
- ⇒ Each candidate for election to the SCGA Board must be a member from either a designated ISC or a designated ISC Certifying or Affiliate Support Centre.
- ⇒ Two categories of nominations will be sought: Centre nominations and Community nominations.
- ⇒ All nominations must be in writing and must include the name of the country that the member resides in and therefore will be representing.
- ⇒ Members may nominate more than one candidate.
- ⇒ Members can also self nominate.
- ⇒ Candidates must also send an email indicating they accept the nomination.
- ⇒ While multiple nominations from within particular countries will be accepted, only one member (the highest polling candidate) will be elected from any one country from each category.
- ⇒ If more nominations are received than there are board places available for that category (8 for Centres and 4 for communities) then the eligible centres/communities will need to vote for their preferred candidate.

Election Procedures - Voting Process

- ⇒ Each designated ISC will have one vote but can only vote in the Community category.
- ⇒ Each designated Certifying Centre will have one vote but can only vote in the Centre category.
- ⇒ Each designated Affiliate Support Centre will have one vote but can only vote in the Centre category.
- ⇒ One set of voting papers will be sent to the main contact person for each eligible member via email.
- ⇒ These voting papers will list the names of all the eligible candidates, the country they represent and provide a brief (100 word maximum) biography.
- ⇒ Members may vote for as many candidates as there are vacant positions for. The voting papers will clearly indicate the maximum number of votes that can be made
- ⇒ Voting papers and information will be in English only.
- ⇒ It is the responsibility of the main contact to ensure that the votes cast reflect the consensus view of their community or centre.
- ⇒ Voting will be open for a two week period.
- ⇒ Votes received after the closing date will not be counted.
- ⇒ The successful candidate will be those who achieve the highest number of votes.
- ⇒ In the case of numbers being tied for the final candidate position, the Directors of the CoE will have the deciding vote.
- ⇒ Each successful candidate to the Board will be offered a position and will be required to sign a letter of acceptance.

Dissolution

CHARTER Safe Community Global Alliance

The Organization shall use its funds only to accomplish the purpose and objectives specified in this Charter, and no part of those funds shall accrue, or be distributed to, the Board members for their personal benefit, other than to re-imburse Board Members for out of pocket expenses incurred in the performance of their duties as a SCGA Board Member. On dissolution, any funds remaining shall be distributed to one or more regularly organized and qualified charitable, educational, scientific, or philanthropic organization, with similar principles and goals as the SCGA. This organization or organizations will be selected by the Board.

Indemnification

The SCGA shall indemnify any Board member or agent who acts in good faith to fulfil his/her obligations as a Board member or agent. The SCGA shall indemnify any Board member or agent of the Organization for expenses incurred in connection with any proceeding against the Organization, individual Board member or agent if the Board member or agent acted in good faith and in a manner that the person reasonably believed to be in, or not in conflict with, the best interests of the Organization. No indemnification shall be provided with regard to any claim, issue or matter in which the Board member or agent was liable for negligence or misconduct.

Future Options

As previously stated, the SCGA is currently going through a period of considerable change. When a leader with outstanding commitment and 30 years of experience retires this is inevitable.

This Charter lays the foundation for the pursuit of key factors that will enable the growth of the Safe Communities movement beyond its formative stage of the last 20 years. These factors include:

- ⇒ More clarity, transparency and representative participation in governance processes than typical of a hierarchical structure with a single university Collaborating Centre format.
- ⇒ More direct participation and representation from around the world all in a board structure that will guide the leadership of the organisation.
- ⇒ The opportunity to continue to form special relationships with a number of universities around the world to create more Centres of Excellence thus, expanding the opportunities to support effective evidence based practice and advance training opportunities.
- ⇒ More diverse and greater sources of funding to facilitate the work of the international network and support the secretariat required to administer, fund and support the promotion of the International Safe Community designation programme.

In conclusion, the focus for this growth will be around the effective engagement with existing ISC and the growth of new communities, leaders and champions around the issues of injury prevention and community safety promotion. The Safe Communities Global Alliance, as an NGO within the broad family of WHO NGOs and with the support from identified Centres of Excellence, will also be well positioned to play an important role in the political and policy context that will help propel solutions forward from a grass roots, community perspective.

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