

Dear friends and colleagues,

Following the development of our new strategic framework 2013-2017 and feedback from the membership, at the end of last year the IAPB Board instructed Richard Bennett, the consultant who led the strategic planning process, to carry out an independent review of our membership and governance structures.

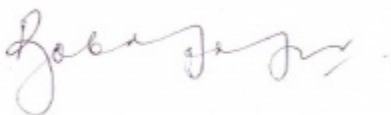
Our recent successes, including a steady growth in membership and increased capacity at regional level, coupled with the challenge to step up our collaborative efforts to ensure implementation of the new WHO Global Action Plan, require us to make sure our structure is suited to deliver our aims. As a global alliance, a key to our long term success is to nurture the members' sense of ownership of IAPB, and to foster legitimacy, transparency and accountability in the way we govern ourselves.

The key purpose of the review is to ensure IAPB's membership model reflects the needs and aspirations of the members and our governance structures provide clear opportunities for engagement, a legitimate distribution of power and effective and transparent decision-making processes.

This consultation is the first formal opportunity for the membership as a whole to feed into the review and inform the discussions at the upcoming Board meeting in Singapore at the end of March. Many more opportunities to contribute will follow, and a dedicated page on the IAPB website will allow for a continuous dialogue with the membership on these issues.

The review is designed to come to an end at the Council of Members meeting in Paris this September where we hope to present detailed proposals reflecting your views throughout the process.

I therefore invite you all to take part in this early stage consultation to make sure your views help us shape a successful and inclusive IAPB for years to come.



Bob McMullan
IAPB President

Dear IAPB members,

As the consultant working with IAPB on its membership and governance frameworks, I am looking forward to working with you over the next few months. Most of you have already heard from me a number of times, during consultations last year for the development of the Strategic Framework, and I've now had the pleasure of meeting many of you during Council and Board meetings, or by Skype during interviews.

During the consultations I carried out for the development of your new Strategic Framework in 2013, one message came through clearly: that, in the eyes of a number of members, certain membership and governance frameworks tended to undermine a sense of collective ownership and achievement.

The IAPB leadership took the decision to tackle these issues and concerns openly, and I was asked to carry out a broad review of the way IAPB structures itself and investigate whether more effective alternatives were feasible and desirable.

At the end of 2013, I carried out nearly 30 one-to-one interviews with IAPB officers, trustees, regional chairs and representatives of members from all categories. These helped me frame the scope of the review and identify the key issues affecting IAPB's current membership and governance model.

Thanks to those, I was able to identify four differing scenarios of how IAPB could frame its membership and governance with varying degrees of change and 'boldness' in addressing the underlying issues.

With this consultation, I am now asking you to review the four possible options, choose a preferred one, and note any improvement you may want to make to it, if any. These will provide us with an initial idea of the appetite for change present across the membership and which end of the spectrum this may be pointing to.

I look forward to receiving your input, and to working with you on the detail at later stages of the process.

Richard Bennett
Freelance Consultant