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We are delighted to present the Annual Report of the IAP2 Federation. 2014 was truly an extraordinary year!

The IAP2 Federation launched the *Foundations in Public Participation* course after several years of dedicated work on the part of IAP2 Trainers, staff and other volunteers who gave their time and talents to update the course materials. On behalf of the IAP2 Federation, we extend our sincerest appreciation for their generous contributions to this flagship course and to the practice of public participation.

Exciting global conferences promoting the practice were organised by our national affiliates – IAP2 Australasia held a Leadership Forum in Sydney Australia, and IAP2 Canada and IAP2 USA jointly held the IAP2 North American conference in Winnipeg, Canada. Additionally, IAP2 Affiliates held various webinars, seminars, training events, and general meetings for members throughout the year.

The IAP2 International Core Value Awards were celebrated at a special gala in Sydney, Australia where the awards were presented to: Anglo American Platinum, SRK Consulting, TTM Consulting and Yamedupi Solutions (Republic of South Africa) for the Project of the Year; St. Vrain Valley Schools (Longwood, CO, USA) for IAP2 International Research Award; and the City of Melbourne for the IAP2 Organization of the Year.

The IAP2 Federation entrusted two of our national affiliates with the important work of developing the Certification and the Standards Projects on behalf of the Federation. The working groups have made tremendous progress and we look forward to launching the programs in 2015. We thank IAP2 USA and IAP2 Australasia for their contributions in assisting to develop these priority projects.

continued
MESSAGE FROM THE PRESIDING MEMBERS

The IAP2 headquarters contractors, working in cooperation with various committees, have done well to ensure a successful financial review, produce a comprehensive Governance Handbook and support the work of IAP2 trainers around the world.

On behalf of our Federation board and membership, we would like to thank Iris Almeida-Côté, for her management, support and guidance from May 2013 to November 2014. Ellen Ernst, Operations Manager, was invited by the Federation Board to move into the role of Executive Manager for an interim period as the Board works through a strategic review of the organization functions and structure. We would like to convey our sincere gratitude to Ellen, Professional Development Manager, Shelley MacDonald, and Finance Manager, Christina Stimson for their hard work and dedication. We would especially like to acknowledge the work of all our contract staff who ensure that we are organised, in touch and that our finances are in order. In fact, we are pleased to report that the IAP2 Federation ended 2014 in a positive financial position for the first time since 2011.

Finally, our deepest appreciation goes to our colleagues on the Federation board as well as to our trainers who have volunteered their time, energy and intellect over the past year to make our flagship Foundations in Public Participation program a reality – A HEARTFELT THANK YOU!
As of July 1, 2014 the former Certificate training became the newly revised *Foundations in Public Participation* program, which has been well received by participants and trainers alike. The Certificate program was highly successful, but like any good training program after several years of use, it needed review and revision, which led to the design and development of the new *Foundations* materials.

Whereas the Certificate program had three parts – Planning, Communications, and Techniques – the *Foundations* program has two parts, Planning and Techniques, incorporating the idea of Communications into those two parts, as communication is key throughout any well thought-out public participation program.

We would like to thank all of the IAP2 Licensed Trainers who contributed their expertise, ideas, and hard work towards making this project a reality. We would especially like to thank the Innovation Project Team, Barbara Chappell, Ruth Yabes, Richard Delaney, and Michelle Feenan, and a very special thanks goes to LaVerne Kyriss who worked so hard at pulling it all together.

The trainers who offer the *Foundations in Public Participation* program and many of the *Foundations* public offerings around the world can be found on the IAP2 Federation website www.iap2.org.
At the IAP2 Australasia gala in Sydney, Australia, the IAP2 Federation announced the 2014 International Core Values Awards, honouring award winners from around the world. IAP2’s seven Core Values go to the very heart of our association and guide how we think about and practice authentic public participation. The laureates of the 2014 awards represent best practice in our field, and serve as models of excellence for others to emulate. Finalists for the “Best of the Best” International Awards were gathered from entries submitted by national affiliates in Australasia, Canada, Southern Africa and the United States. Winners recognized this year include the following:

**Project of the Year**
Anglo American Platinum, SRK Consulting, TTM Consulting and Yamedupi Solutions (Republic of South Africa) were selected for the IAP2 Federation International Project of the Year for the entry “Alchemy: Sustainable Community Futures Beyond Mining Through Mining – Engagement leading to the Establishment of Community Development Trusts”.

**Research Award**
IAP2 International Research Award winner St. Vrain Valley Schools (Longwood, CO, USA) were recognized for the entry “Organizational Training and Relationship-Building for Increasing P2 Capacity in Public Schools”.

**Organization of the Year**
The City of Melbourne was selected for the IAP2 Organization of the Year for the entry “The Way We Do Business”.

**Outstanding Achievement in the Developing World**
Princess Vlei Forum (Cape Town, Republic of South Africa) received Highly Commended recognition for Outstanding Achievement in the Developing World for the entry “Imagine Princess Vlei”.

Special thanks are extended to the international jury members, Ms. Noreen Rude, IAP2 Federation Board Member (Canada); Ms. Sharon Lewis, Johannesburg Development Agency, (South Africa) (2011 Core Values Award Winner); Ms. Patricia Munro, World Café Europe (Germany); and Ms. LaVerne Kyriss, IAP2 Licensed Trainer and Former President (USA). The State of Practice Report is available on the IAP2 Federation website. It summarizes best practice in public participation and features submissions by all our national and international award winners.
Since the launch of our new IAP2 Trainer Licensing Program in early January 2014, we have begun to receive expressions of interest from potential participants interested in beginning the journey to licensure. Currently two candidates are progressing through the program and are expected to be training in 2015.
The IAP2 Federation in partnership with the Deliberative Democracy Consortium (DDC) supports the *Journal of Public Deliberation* (JPD). Two issues published in 2014 were enjoyed by 54,000 readers around the world. The editorial team includes: Laura Black of the School of Communication Studies at Ohio University, Editor; Tim Shaffer, of the Center for Leadership and Engagement at Wagner College, Associate Editor and the Book Review Editor; and Nancy Thomas of the Tisch College of Citizenship and Public Service at Tufts University, Associate Editor. The Journal occupies a leading role in a growing, global, cross-disciplinary field. In addition to IAP2 and DDC, the Journal is also supported by a range of other institutions, including: Center for Democratic Deliberation, Penn State University, Kettering Foundation, New England Center for Civic Life, Franklin Pierce University, Public Agenda, The Democracy Imperative, Ohio University, Wagner College, and Tufts University.

Since its creation in 2012, IAP2’s Training Advisory Committee, or TAC, has worked with IAP2 Headquarters and the Federation Board, playing a vital role in representing the needs of all IAP2 Federation Licensed Trainers.

In 2014 the TAC members contributed significantly to numerous projects. For example, they supported the development of the *Foundations in Public Participation* materials (also known as the Innovation Project) by giving input on time frames, workloads, content, and the trainer get-togethers in San Diego and Sydney, as well as helping to write the course descriptions and assisting in putting together the transitioning process from the old materials to the new. In addition, the TAC members gave decisive advice on the new certificate process, which is a money-saver for IAP2. After conducting a trainer survey, they gave input on the design of the trainer resources pages on the website, and they advised on revising both the Trainer Handbook and the TAC terms of reference.

For all this work out of their busy schedules, thanks go to the 2014 TAC team: Wendy Green Lowe, John Ross, Mary Hamel, Gale Simpson, Michelle Feenan, and Tannis Topolnisky, as well as to Board liaison, David Hovde.
2014 YEAR IN REVIEW
PROGRAMS AND ACCOMPLISHMENTS

Election of the 2015 Executive Committee took place at the December 5, 2014, board meeting with the following members elected to serve for the period Jan. 1 to Dec. 31, 2015: Presiding Member – Noreen Rude (Canada), Deputy Presiding Member – Leanne Hartill (Australasia), Treasurer – Ken Smith (Southern Africa) and Secretary – Doug Zenn (USA).

Nomi Muthialu (Southern Africa) concluded her two consecutive terms as Presiding Member. On behalf of the Federation, affiliates, members and the general IAP2 community, we extend our sincere appreciation for her time, dedication, and thoughtful stewardship of the organization during her term. We also thank Carla Leversedge (Australasia), Lance Robertson (USA) and Anne Harding (Canada) who concluded their Federation Board service in 2014 for their contributions to IAP2.

During the course of 2014, the IAP2 Federation Board held 11 meetings. One in-person meeting was held in Sydney, Australia (October) where the Federation Board was joined by the IAP2 Australasia Affiliate Board for a session on Federation/Affiliate roles, functions and business models. In addition, the committees of the Board (Executive, Finance & Audit, Governance, and Training Advisory Committee) were also actively engaged.
The IAP2 Spectrum of Public Participation, Core Values and Code of Ethics are widely referenced around the world for various purposes. IAP2 Federation received about 200 requests for permission to use these P2 pillars in 2014. Written permission to copy, use or reproduce IAP2 copyrighted materials was granted by the Executive Director of the IAP2 Federation to a number of organisations and individuals in 2014 including:

- Food and Agriculture Organization of the United Nations
- International Federation of Organic Agriculture Movements (IFOAM) INGO
- Singapore Government, Public Service Division, Prime Minister’s Office
- Oregon Chapter of the American Planning Association (USA)
- Alberta Environment and Sustainable Resource Development (Canada)
- Engineers Ireland
- The CADISPA Trust, Scotland
- City of Ballarat, Victoria, Australia

IAP2 Spectrum, Core Values and Code of Ethics Around the World in 2014
Foundations in Public Participation
and Emotion and Outrage in Public Participation

IAP2 carries out its mission to advance and extend the practice of public participation by organizing and conducting professional development activities to serve the learning needs of members. 6,519 training days were delivered by trainers licensed to IAP2 in 2014, representing a slight 3% decrease from the previous year. During 2014 training was delivered in Australia, New Zealand, Singapore, Indonesia, Canada, United States, United Kingdom, France, South Africa, Botswana, and the Democratic Republic of the Congo.

Trainers are licensed by IAP2 to deliver training in two programs – Foundations in Public Participation (formerly Certificate in Public Participation) and Emotion, Outrage and Public Participation. In 2014, 39 trainers were licensed across these two programs. Trainer profiles as well as an international training calendar are available on the IAP2 Federation website: www.iap2.org.
IAP2 Training by Affiliate in 2014

- Canada: 42%
- Australasia: 32%
- USA: 15%
- Other: 6%
- France: 2%
- South Africa: 2%
- UK: 1%

Number of IAP2 Training Days by Affiliate

<table>
<thead>
<tr>
<th>Year</th>
<th>Australasia</th>
<th>Canada</th>
<th>South Africa</th>
<th>UK</th>
<th>USA</th>
<th>France</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>1234</td>
<td>567</td>
<td>89</td>
<td>10</td>
<td>123</td>
<td>456</td>
<td>789</td>
</tr>
<tr>
<td>2009</td>
<td>987</td>
<td>324</td>
<td>56</td>
<td>78</td>
<td>98</td>
<td>567</td>
<td>456</td>
</tr>
<tr>
<td>2010</td>
<td>897</td>
<td>234</td>
<td>56</td>
<td>78</td>
<td>980</td>
<td>560</td>
<td>456</td>
</tr>
<tr>
<td>2011</td>
<td>1234</td>
<td>567</td>
<td>89</td>
<td>10</td>
<td>123</td>
<td>456</td>
<td>789</td>
</tr>
<tr>
<td>2012</td>
<td>987</td>
<td>324</td>
<td>56</td>
<td>78</td>
<td>98</td>
<td>567</td>
<td>456</td>
</tr>
<tr>
<td>2013</td>
<td>897</td>
<td>234</td>
<td>56</td>
<td>78</td>
<td>980</td>
<td>560</td>
<td>456</td>
</tr>
<tr>
<td>2014</td>
<td>1234</td>
<td>567</td>
<td>89</td>
<td>10</td>
<td>123</td>
<td>456</td>
<td>789</td>
</tr>
</tbody>
</table>
IAP2 Federation Treasurer’s Report

As the Treasurer for the IAP2 Federation, I am pleased to table the 2014 financial report for your consideration. This review of financial records and accounting procedures was well prepared by the IAP2 Federation contractors, Christina Stimson, Finance Manager, and Ellen Ernst, Executive Manager, who provided financial information, access, and excellent cooperation to the CPA during the process. It has been a smooth and successful review and the annual audit as compiled by Paul Smith, CPA, (refer below) has been accepted and signed off by the Board. Should you have any comments or queries, please let us know without delay.

I am pleased to report, the Federation ended 2014 in a positive financial position due primarily to the efforts of the IAP2 licensed trainers who delivered the new *Foundations in Public Participation* and *Emotion, Outrage and Public Participation* training programs around the world and to the vigilance on the part of IAP2 Federation contractors to control expenses. I wish to thank them for making 2014 a success.

Yours Truly,

**Ken Smith**

IA2 Federation Treasurer (2014)
DECLARATORY DECLARATION
INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION

The directors have determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the generally accepted accounting principles and internationally recognised accounting standards.

The directors of the organisation declare that:

1. the financial statement presents fairly the association's financial position as at 31st December 2014 and its performance for the year ended on that date.
2. at the date of this declaration, there are reasonable grounds to believe that the association will be able to pay its debts as and when they fall due.

This declaration is made in accordance with a resolution of the Board of Directors.

Director: ___________________________ Date: March 27, 2015

Director: ___________________________ Date: March 27, 2015
Auditor’s Report

Paul L. Smith, P.C.
Certified Public Accountant
2017 E. Fowler #404
Denver, Colorado 80219
Phone: (303) 770-3463, Fax: (303) 782-6014

Accountant’s Review Report
Board of Directors
Federation of International Association for Public Participation
IBA International Association for Public Participation
Denver, Colorado

I have reviewed the accompanying statement of financial position of Federation of International Association for Public Participation, IBA, International Association for Public Participation as of December 31, 2014, and the related statements of activities and cash flows for the year then-ended.

A review includes applying professional standards to management’s financial statements and making inquiries of management about the financial statements. A review is substantially less in nature than an audit and does not include, among other things, (i) examination of the accounting records; (ii) testing the effects of transactions and events after the balance sheet date; or (iii) consideration of the effects of contingencies.

Based on my review, I am not aware of any material modifications that should be made to the financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

March 5, 2015
Paul L. Smith, P.C.
Denver, Colorado

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Federation of International Association for Public Participation
International Association for Public Participation
Notes to Financial Statements

i) Revenue Recognition

FIPA recognizes revenue on an accrual basis when the services for members are completed.

ii) Capitalization of Fixed Assets and Depreciation

FIPA capitalizes property and equipment purchased over $10,000, as well as donations of property and equipment valued at estimated fair market values exceeding $100 at the date of donation. Lesser amounts are expensed as incurred. Depreciation is computed using the straight-line method over the estimated useful lives of the assets.

iii) Allowance for doubtful accounts receivable

FIPA has not had material write-offs, grants and pledges in prior periods and based upon management’s evaluation of outstanding balances, has determined not to establish an allowance for uncollectible amounts.

iv) Estimates

The preparation of the Organization’s financial statements in conformity with generally accepted accounting principles requires the Organization’s management to make estimates and assumptions that affect the amounts reported in those financial statements and accompanying notes. Actual results may differ from those estimates.

v) Contingent Liabilities

For the purpose of balance sheet classification and the statement of cash flows, FIPA considers all right-of-use investments with an original maturity date of three months or less to be cash equivalents.

vi) Commissions and Referrals

FIPA maintains book account balances which are less than the FDIC insured limits. No revealing revenues represent more than 10% of the total reveling balance.

vii) Income Taxes

FIPA reports income taxes in accordance with the United States Federal and State income tax law, its expected income, and its expected realization of tax benefits. The effects of income taxes and income tax credits for the years indicated below do not reflect the effects of income taxes and income tax credits for the year ended December 31, 2014.

viii) Subsequent Events

Generally accepted accounting principles require management to evaluate, through the date the financial statements are issued or available to be issued, events that may have occurred or transactions that may have occurred but have not been recognized in the financial statements. These events could cause the financial statements to differ from the audited results. The Organization did not identify any subsequent events requiring disclosure.

---
Statement of Revenues and Expenses

IAP2 Statement of Revenues and Expenses for the year ended 31 December 2014.

<table>
<thead>
<tr>
<th></th>
<th>2014 ($USD)</th>
<th>2013 ($USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundations/Certificate Training</td>
<td>$300,698</td>
<td>$298,204</td>
</tr>
<tr>
<td>EOP2 Training</td>
<td>25,065</td>
<td>22,050</td>
</tr>
<tr>
<td>Interest Income</td>
<td>174</td>
<td>425</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>325,937</td>
<td>320,679</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and General</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>50,916</td>
<td>83,008</td>
</tr>
<tr>
<td>Board Expenses</td>
<td>22,244</td>
<td>15,138</td>
</tr>
<tr>
<td>Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>61,455</td>
<td>61,206</td>
</tr>
<tr>
<td>Trainer Recruitment</td>
<td>1,200</td>
<td>12,353</td>
</tr>
<tr>
<td>Innovation Project</td>
<td>21,616</td>
<td>17,247</td>
</tr>
<tr>
<td>Training Development Fund</td>
<td>0</td>
<td>34,017</td>
</tr>
<tr>
<td>Royalties</td>
<td>12,510</td>
<td>12,915</td>
</tr>
<tr>
<td>Journal</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Core Values Awards</td>
<td>155</td>
<td>75</td>
</tr>
<tr>
<td>Program management and administration</td>
<td>131,275</td>
<td>144,215</td>
</tr>
<tr>
<td>IT</td>
<td>5,979</td>
<td>13,550</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>318,920</td>
<td>400,880</td>
</tr>
<tr>
<td><strong>NET REVENUE</strong></td>
<td>$7,017</td>
<td>$(80,201)</td>
</tr>
</tbody>
</table>

**Notes to the Financial Statements:**

1. IAP2 operational currency is U.S. dollars and the financial report is presented on this basis.
2. Reserve Policy: During the year a Reserve Policy was approved by the Board which requires the organisation to maintain a cash reserve with a minimum balance of $75,000.
   The objective of the Reserve is to ensure that the organisation has the resources to deal with unforeseen circumstances and emergencies that may cause the organisation to wind down operations in a responsible manner bearing in mind all the fiduciary responsibilities of respectful, smooth and legally sound closure of all programs and contracts.
   Currently these reserve funds have not been set aside in a separate investment account but are included in the liquid assets savings account.
Statement of Financial Position


<table>
<thead>
<tr>
<th></th>
<th>2014 ($USD)</th>
<th>2013 ($USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$158,203</td>
<td>$149,744</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>49,210</td>
<td>52,904</td>
</tr>
<tr>
<td>Accrued Income</td>
<td>-</td>
<td>12,950</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>2,068</td>
<td>3,536</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>209,481</td>
<td>206,184</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>209,481</td>
<td>206,184</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>7,929</td>
<td>46</td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>-</td>
<td>11,604</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>7,929</td>
<td>11,650</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$201,551</td>
<td>$194,534</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening Balance</td>
<td>$194,534</td>
<td>$274,735</td>
</tr>
<tr>
<td>Net Revenue Current Year</td>
<td>7,017</td>
<td>-80,201</td>
</tr>
<tr>
<td>Total Equity</td>
<td>$201,551</td>
<td>$194,534</td>
</tr>
</tbody>
</table>
Board of Directors

Board of Directors who served for the period 1 January to 31 December 2014.

### 2014 BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>Name</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leanne Hartill</td>
<td>Australasia</td>
</tr>
<tr>
<td>Carla Leversedge</td>
<td>Australasia</td>
</tr>
<tr>
<td>Jan Bloomfield</td>
<td>Canada</td>
</tr>
<tr>
<td>Noreen Rude</td>
<td>Canada</td>
</tr>
<tr>
<td>Joana Janiw</td>
<td>France</td>
</tr>
<tr>
<td>Antonella Giunta</td>
<td>Italy</td>
</tr>
<tr>
<td>Aldi Alizar</td>
<td>Indonesia</td>
</tr>
<tr>
<td>Nomi Muthialu</td>
<td>Southern Africa</td>
</tr>
<tr>
<td>Lance Robertson</td>
<td>USA</td>
</tr>
<tr>
<td>David Hovde</td>
<td>USA</td>
</tr>
</tbody>
</table>

### 2014 EXECUTIVE COMMITTEE

- Nomi Muthialu – Presiding Member
- David Hovde – Deputy Presiding Member
- Noreen Rude – Treasurer
- Carla Leversedge – Secretary

### IAP2 Headquarters Contractors

- Iris Almeida-Côté – Strategic Management Development Specialist
- Ellen Ernst – Operations Manager
- Shelley MacDonald – Professional Development Manager
- Christina Stimson – Finance Manager
Membership

Membership figures have been provided by each Affiliate for the calendar year ending December 31.

<table>
<thead>
<tr>
<th>AFFILIATE</th>
<th>2013</th>
<th>2012</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australasia</td>
<td>2,062</td>
<td>1,454</td>
<td>1,338</td>
<td>1,124</td>
</tr>
<tr>
<td>Canada</td>
<td>587</td>
<td>551</td>
<td>467</td>
<td>350</td>
</tr>
<tr>
<td>France</td>
<td>n/a</td>
<td>n/a</td>
<td>12</td>
<td>25</td>
</tr>
<tr>
<td>Indonesia</td>
<td>56</td>
<td>42</td>
<td>28</td>
<td>n/a</td>
</tr>
<tr>
<td>Italy</td>
<td>64</td>
<td>61</td>
<td>51</td>
<td>n/a</td>
</tr>
<tr>
<td>Southern Africa</td>
<td>46</td>
<td>63</td>
<td>42</td>
<td>62</td>
</tr>
<tr>
<td>United Kingdom and Ireland*</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>43</td>
</tr>
<tr>
<td>United States of America</td>
<td>451</td>
<td>492</td>
<td>511</td>
<td>401</td>
</tr>
</tbody>
</table>

*In October 2012, IAP2 UK and Ireland members determined to dissolve.*
Highlights: IAP2 Australasia

In 2014, one of the main goals of IAP2 Australasia was to create and implement a new Strategic Plan for 2014-2017. As part of this plan, we launched a new Certificate of Engagement training program to a very positive reception. In order to increase the quality of the program, the Affiliate has begun work on a Quality Assurance Standards policy. We expect this policy to be finalized in the first half of 2015. In addition to this policy, we are pursuing accreditation in order to add value to the program and promote growth.

As part of the new Strategic Plan, the Affiliate also decided to create new committees to aid the implementation of some of the plan’s processes. First, there is the new Practice Development Committee that is in charge of leading and influencing the overall strategy. This entails strengthening the evidence base for engagement as well as enhancing engagement in practice, policy, and legislation. Next, there is a Training Committee that is responsible for creating high quality and diverse training programs that add to the professional development of everyone involved. Third, we have established a Membership Committee that has been tasked with providing value to all members as well handling all customer support related to any event the affiliate undertakes. Lastly, we have formed a Governance and Finance Committee in order to analyse risk, audit policies, and manage finances to ensure continual improvement in both governance practices and financial stability.

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On top of rolling out the detailed new Strategic Plan, the Affiliate created and hosted a handful of intriguing events for its members. The first of which was a series of Leading the Practice events in February that provided a platform for us to showcase the 2013 Core Values Awards winners. Secondly, we developed an Engagement Impact Masterclass roadshow across Australia. Finally, the first Leadership Forum was held in Christchurch, New Zealand in May.

Highlights: IAP2 Canada

IAP2 Canada has a great opportunity to serve our members and advance the practice through our growing network of regional chapters. It is a goal of ours that we have a chapter to serve every region across our large and diverse country (we currently have 6 active chapters). Our challenges are how to best collaborate with these chapters and the Federation. We are, for the most part, run by volunteers and so we want to make the very best use of all those resources while being the best stewards of our organization and the practice.

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In 2014, IAP2 Canada hosted a wide variety of events at each of the chapters and in partnership with other organizations. The highlight of the year was the third annual IAP2 North American Conference, held in Winnipeg, Manitoba. Almost 200 people participated in the event, which featured three dozen sessions, a technology fair, and the Core Values Awards gala. Additionally, Monthly Learning Webinars, presented in partnership with IAP2 USA, proved popular, with an average attendance of approximately 30 on each – with some webinars attended by as many as 100. The topics included:

- Core Values Award winners in March and April (from 2013), and again in October (from the 2014 Conference)
- Innovative Engagement
- Re-think “Town Hall” meetings
- The IAP2 Certification Task Force
- Turning “failures” into successes
- In late 2014, IAP2 Australasia joined the webinar “partnership” on a trial basis.
Highlights: IAP2 Indonesia

In 2014, the IAP2 Indonesia Affiliate underwent an analysis of the challenges and opportunities facing the organization. Through this process, we were able to discover that the two main challenges we are currently facing are an overall lack of participation and a low English-speaking population. However, our biggest opportunity is capitalizing on four years of presence in the area with continued membership and participation growth.

After reviewing this challenges and opportunities, we have put together a four part plan of action for the upcoming year. The goal is to make positive gains in membership, leadership, professional development, and sustainability. We plan to increase membership by expanding our use of social media, blog posts, and email communications. The growth in leadership and professional development will be fostered through regular forums, discussions, and training. Lastly, we hope to increase our sustainability through informed decision making, business planning, and financial responsibility.

The IAP2 Indonesia Affiliate also hosted several events for its members in 2014. In May, we had our annual membership meeting during which board members were elected for the 2015-2017 period. In November, a half-day mini seminar was administered.
SUMMARY OF AFFILIATE ACTIVITY

2014 YEAR IN REVIEW

Highlights: IAP2 Italy

The IAP2 Italy Affiliate hosted several interesting events for its members during 2014. These include:

- January 14 – Webinar on “Débat Public”
- February 25 – Webinar on “Participatory Budgeting”
- March 3 – Webinar on “Deliberative Participation in Public Organisation and in Private Sector”
- April 5 – Annual Assembly held in Reggio Emilia
- September – Face to face Meeting of the Italian Board in Florence
- October – promoting of the “Charter on Participation”
- November – Training event for members and no members: Workshop with Max Hardy: “Transforming democracy through Appreciative Inquiry”

The main challenges faced by the IAP2 Italy Affiliate in 2014 were establishing a large regional event, growing the regional chapters, and increasing member involvement in activities. The main opportunities for the IAP2 Italy Affiliate are increasing online training and organizing several regional events to strengthen the new chapters. For 2015, the main goal is to organize and execute the Festival of Public Participation event. In addition to that, we hope to promote growth and stability for all of new regional chapters. Lastly, we will be hosting the face-to-face meeting of the International Board of IAP2 on April 15-16, 2015.
2014 YEAR IN REVIEW
SUMMARY OF AFFILIATE ACTIVITY

Highlights: IAP2 Southern Africa

In 2014, the IAP2 Southern Africa Affiliate completed an analysis of the opportunities and challenges currently facing the business. This process revealed that the main challenges are an inadequate system regarding membership management and a lack of sustainable and diverse revenue streams. In addition, the study identified pursuing accreditation and enhancing the management and administration processes as two key opportunities for growth moving forward.

The Affiliate has used this information to create a plan that will address both the pressing challenges and opportunities in 2015. First, we plan to add value to membership primarily by extending the benefits associated with being a member. Second, we will look into diversifying the modules that we offer as well as attracting more funds from donors to create more sustainable revenue streams. In addition, we plan to further explore the accreditation process for both the organization as a whole as well as the Foundations course. Lastly, in order to improve management and administration, we will look into working with an Association Management Company in the upcoming year.

Along with focusing on growth and development, we hosted a few significant events for our members in the past year. The largest of which was the 2014 Core Values Awards as part of the 19th IAIA South Africa National Conference. We also held a virtual webinar discussing AGM in April and a Meetup on “Certification” in June.
The major challenge for IAP2 USA in 2014 has been a slight drop in membership. In response, several membership initiatives and opportunities are on the horizon in 2015. Our newly expanded board will work cooperatively with various task forces and committees to fully support this affiliate. These efforts include the following:

- Certification
- Communications
- Core Values Awards
- Fundraising and Strategy (new in 2014)
- Membership Service
- Strategic Alliance
- Training

The IAP2 USA Affiliate also hosted a variety of beneficial events and seminars for its members in 2014. In collaboration with IAP2 Canada, the monthly learning webinars continued throughout the year. Topics included:

- Core Values Award winners in March and April (2013), and again in October (2014 Conference)
- Innovative Engagement
- Re-thinking “Town Hall” meetings
- The IAP2 Certification Task Force
- Turning “failures” into successes

In addition, IAP2 USA took the lead with the Certification Task Force.

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Working with IAP2 Canada and IAP2 Southern Africa, the Task Force gathered input from members to develop Core Competencies and was able to compile a list of the attributes at year’s end. Finally, The Cascade Chapter (Oregon and Southwest Washington) hosted the annual Board face-to-face meeting in March in Portland, OR and began planning for the 2015 North American conference (to be held in Portland in September 2015).

Looking forward to 2015, IAP2 USA’s Annual General Meeting is scheduled for April 22, 2015. It’s a great opportunity to learn more about the Affiliate and its operations; members can attend virtually. For those who want to learn new P2 skills, sharpen existing skills, or share skills with others; IAP2 USA is hosting the IAP2 USA Skills Symposium from May 27-31. It will be held at the Humphrey School of Public Affairs on the University of Minnesota campus in Minneapolis, Minnesota. This year's IAP2 North American Conference, “What’s Brewing in P2?” will be held in Portland, Oregon, from September 9-11, 2015.
IAP2 is an international association of members who seek to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest in nations throughout the world. IAP2 carries out its mission by organizing and conducting activities to:

- Serve the learning needs of members through events, publications, and communication technology;
- Advocate for public participation throughout the world;
- Promote a results-oriented research agenda and use research to support educational and advocacy goals; and
- Provide technical assistance to improve public participation.

In the coming year, we look forward to a strategic review of the Federation model in order to determine the best and most efficient sustainment of IAP2 going forward.