



# 20 ★ 20 ★ YEAR in REVIEW

IAP2 International  
[www.iap2.org](http://www.iap2.org)

**iap<sup>2</sup>** international association  
for public participation

# TABLE of CONTENTS



4



5



6



7



8

## MESSAGE FROM THE INTERNATIONAL CHAIR ..... 3

## PROGRAMS & ACCOMPLISHMENTS ..... 4

- IAP2 Training – A Move to Virtual Delivery ..... 4
- Advancing the Practice – Training Harmonisation Project ..... 4
- Diversity, Equity & Inclusion ..... 5
- Core Value Awards ..... 6
- Organisation of the Year* ..... 6
- Project of the Year* ..... 7
- International Jury Panel* ..... 8
- Journal of Deliberative Democracy ..... 9
- IAP2 Pillars of P2 ..... 10

## MEMBERSHIP ..... 11

## IAP2 TRAINING ..... 12

- International Programs ..... 12
- IAP2 Regional Training Programs ..... 12
- IAP2 Australasia Certificate in Engagement and Advanced Certificate* ..... 12
- IAP2 USA and IAP2 Canada Annual Skills Symposiums* ..... 12

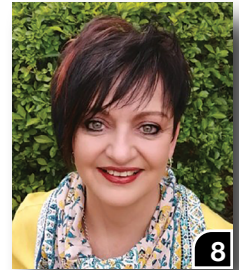
## INTERNATIONAL COMMITTEE ACTIVITIES ..... 13

- International Board and Executive Committee ..... 13
- Advocacy & Emerging Practice Committee ..... 14
- Diversity, Equity, and Inclusion Task Force ..... 14
- Global Practice Development Committee ..... 15
- Words of Appreciation ..... 15

## FINANCIAL REPORT ..... 16

- IAP2 International Treasurer's Report ..... 16
- Declaration of Directors* ..... 16
- 2020 CPA Financial Review and Reports ..... 17
- Independent Accountants' Review Report* ..... 17
- Statement of Financial Position* ..... 18
- Statement of Activities* ..... 18
- Statement of Functional Expenses* ..... 19
- Statement of Cash Flows* ..... 19
- Notes to the Financial Statements ..... 20

## IN CLOSING ..... 23



8



9



15



17



23

# MESSAGE

from the

# INTERNATIONAL CHAIR



**"2020 was anything but business as usual!"**

Little did we know when the year began, we would be facing a global pandemic. Plans for conferences, events, training programs and more all came into question quickly as the wave of COVID-19 spread around the world impacting our global IAP2 community. Like all of you, we encountered the uncertainties, lockdowns, travel restrictions, and working from home, as we maintained our focus on the wellbeing of our families, colleagues, members, communities, and the IAP2 organisation.

I am very pleased to report the IAP2 global organisation survived these challenging times and made significant achievements to strengthen the organisation and advance the practice of public engagement around the world.

My sincere gratitude to the IAP2 International staff: Ellen Ernst (Executive Manager), Cassandra Hemphill, Ph.D., CP3 (Professional Development Manager), Jennifer Armstrong (Training & Member Services Administrator), and Lauren Steidl (Finance Manager) and the staff of all IAP2 Regions for their hard work and dedication.

I extend my deepest appreciation to my colleagues on the International board for their support, dedication and friendship, to the Region board chairs for their counsel and friendship, to the Region boards for their invaluable input and advice on ensuring the long-term relevance and sustainability of the entire organisation, to the many dedicated volunteers who devoted countless hours and energy to IAP2, to trainers who have shared their

time, energy and intellect in delivering the IAP2 training to participants around the world, and finally, to IAP2 members worldwide who have supported and shared their knowledge and expertise to advance the practice of public participation.

On behalf of the IAP2 International Board, I present to you the 2020 Annual Report of IAP2 International.

A handwritten signature in black ink, appearing to read 'Kylie Cochrane', with a long horizontal line extending to the right.

**MS. KYLIE COCHRANE**  
*International Chair  
IAP2 International Federation*



# PROGRAMS & ACCOMPLISHMENTS

## IAP2 TRAINING – A MOVE TO VIRTUAL DELIVERY



Like most organisations round the world, IAP2 felt the impacts of the global pandemic on in-person training and events. To remain sustainable and meet the needs of our members and the community of public participation practitioners, resources quickly mobilized. The IAP2 global community of trainers, volunteer committees, staff, and others worked tirelessly to convert the IAP2 training programs to a virtual delivery format in the span of a few months. We extend our sincere appreciation to them for their dedication and contributions to the organisation and the practice.

## ADVANCING THE PRACTICE – TRAINING HARMONISATION PROJECT

Guided by the International Federation Board and the Global Practice Development Committee, and with the support of the Engagement Plus consultant team, the organisation made significant progress along its journey to create a Global Learning Pathway for learners. A key accomplishment this year was the development of a Competency Framework which will shape the global curriculum from entry level to advanced learning opportunities for our more experienced professionals.

This global curriculum will:

- represent the best of the past, the brightest ideas of the present and build for the future – of the practice, the organisation, and the learner
- meet current challenges for quality P2/engagement (digital expectations and realities; community-led engagement processes; new understanding of need for emphasis on equity and inclusion)
- broaden IAP2's reach and offerings to better address the needs of the marketplace
- ensure our organization remains dynamic, and
- provide opportunities for sustainable revenue that will serve as a backbone for other programs in each region.



➡ CONTINUED ON PAGE 5



# PROGRAMS & ACCOMPLISHMENTS



CONTINUED FROM PAGE 4

## DIVERSITY, EQUITY & INCLUSION

In 2020, IAP2 conducted a diversity audit of the international organization as part of our change journey. The purpose of the audit was to inform organizational change measures that will enhance and sustain diversity in IAP2 across the dimensions as described here:

### DIVERSITY AND INCLUSIVENESS.

Indicators in IAP2 would include diverse representation and inclusiveness in governance structures, membership, policy and product development processes, and outreach activities.

### OPENNESS AND ACTIVE INQUIRY/LEARNING.

Indicators in IAP2 would include the manner and extent to which IAP2 (structures, policies, products, activities) are open to perspectives, ideas, and influences beyond current IAP2 orthodoxy and sphere of influence, and whether there is active pursuit of these.

### ATTRACTIVENESS AND ACCESSIBILITY.

Indicators in IAP2 would include the extent to which the organization and its offerings attract input and participation from a diverse body of stakeholders, and the ease (or difficulty) of getting involved.

The outcomes of the audit included a set of recommendations and priorities approved by the Board in May 2020, including the creation of a Diversity, Equity, and Inclusion Task Force. The IAP2 statement of commitment to making a difference and to address matters related to Diversity, Equity, and Inclusion within our organization is posted on [iap2.org](https://iap2.org). We will keep you posted on our progress.

CONTINUED ON PAGE 6



# PROGRAMS & ACCOMPLISHMENTS

CONTINUED FROM PAGE 5



## CORE VALUE AWARDS



IAP2 announced the 2020 International Core Values Awards honouring award winners from around the world. These award winners represent best practice in our field and serve as model of excellence for others to emulate.

IAP2's seven Core Values go to the very heart of our association and guide how we think about and practice authentic public participation. Finalists for the "Best of the Best" International Awards were gathered from entries submitted by IAP2 Regions. Winners recognized this year include:

- Organisation of the Year
  - Project of the Year
- International Jury Panel



## 2020 ORGANISATION OF THE YEAR



### Nova Scotia Health Authority (Canada)

**FOR THEIR ENTRY: "Evolving the Culture of Engagement in Nova Scotia Health Authority"**

Nova Scotia Health Authority's journey to embed patient and public engagement (PPE) within its organizational culture is a story of evolution. Tools and processes, plans and checklists, guides and training are the outward and visible trappings of an organization which practices engagement. These alone are not sufficient to lay claim to a culture of engagement. How an organization confronts the many challenges of public engagement, and how it adheres to the fundamental principles of excellence in public participation practice demonstrated in the IAP2 Core Values are the true indicators of how or whether an organization is building a culture of engagement. Evolution is not a linear process. It's a journey through time replete with successes, failures, leaps forward, and setbacks. Our evolution is a story of perseverance not perfection, and intention to build a strong and enduring organizational culture of engagement founded on the Core Values.



**READ MORE!**

[www.engage4health.ca](http://www.engage4health.ca)

CONTINUED ON PAGE 7

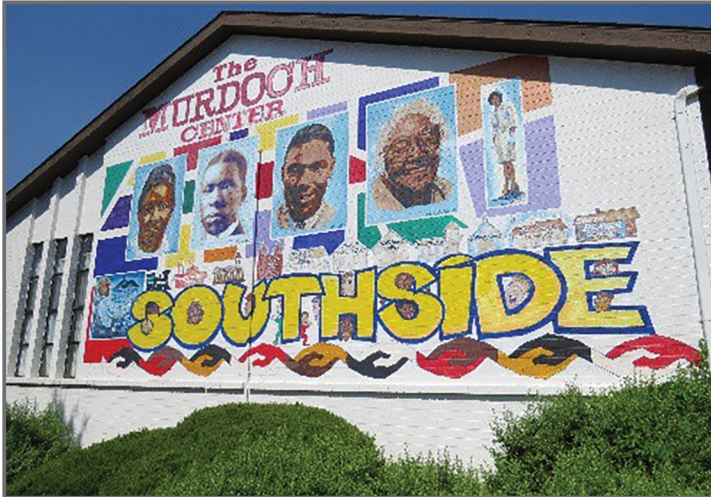
# PROGRAMS & ACCOMPLISHMENTS



CONTINUED FROM PAGE 6



2020 PROJECT OF THE YEAR



*Murdoch Community Center*



*Neighborhood bus tour helping to educate on community assets*

## City of Flagstaff, AZ, and Southside Community Association (USA)

**FOR THEIR ENTRY: Embracing Our Heritage; Enhancing Our Future: The Southside Community Specific Plan**

The Southside is a culturally diverse and historic neighborhood in central Flagstaff that has been experiencing renewed development pressure. The City and community association built a process that leveraged partnerships and storytelling to address difficult historic topics, while helping the community look forward. Staff and volunteers focused on creating numerous meaningful small opportunities, many of them “on-the-street,” to gain insight and understanding into the community’s view of history and the City government. The suite of creative public participation methods and continual re-evaluation and adjustment of the process has rebuilt community trust and relationships. The Plan’s adoption was delayed by the COVID-19 emergency.



CITY OF  
**FLAGSTAFF**

**READ MORE!**

[www.flagstaff.az.gov/  
southsideplan](http://www.flagstaff.az.gov/southsideplan)



CONTINUED ON PAGE 8





# PROGRAMS & ACCOMPLISHMENTS

CONTINUED FROM PAGE 7

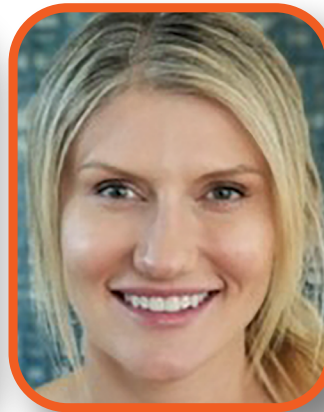
## INTERNATIONAL JURY PANEL



KYLIE  
COCHRANE



SARAH  
HUNTLEY



FRANCESCA  
(PATRICOLO) JONES



AMELIA  
VISAGIE

Special thanks are extended to the international jury members, **Kylie Cochrane**, IAP2 International Chair (Jury Convener), **Sarah Huntley**, Director of Communication and Engagement at City of Boulder, Core Values Awards – Organisation of the Year winner in 2019, **Francesca (Patricolo) Jones**, City of Portland Bureau of Transportation, Core Values Awards – Project of the Year co-winner in 2019 and member of International Association for Public Participation (IAP2) USA Board of Directors, and **Amelia Visagie**, South Africa Manager of Communication and Stakeholder Engagement at Zutari, Johannesburg, South Africa and member of the IAP2 Southern Africa Board, as well as all the members of the judging panels for the IAP2 Regional Awards programs. On behalf of IAP2 you have our sincere thanks for your commitment and dedication to advancing and promoting international best practice in the field of public participation.

The Core Values Awards Showcase of Winners, available on the IAP2 International website, summarizes best practice in public participation and features submissions by all our national and international award winners. We hope you will gain some valuable insights into how IAP2 Core Values are being applied to the practice around the world.

CONTINUED ON PAGE 9



# PROGRAMS & ACCOMPLISHMENTS



CONTINUED FROM PAGE 8

## JOURNAL OF DELIBERATIVE DEMOCRACY



In 2020, the journal made significant changes, including a new name: The Journal of Deliberative Democracy and a new home with the University of Westminster Press (UWP).  
The Journal published two issues in 2020:

### **Volume 16, Issue 1 - Introducing the Journal of Deliberative Democracy.**

This editorial introduction provides a statement of the new editors' vision for the Journal of Deliberative Democracy and an overview of the Special Issue on the Frontiers of Deliberative Democracy.

### **Volume 16, Issue 2 - Democracy without Shortcuts.**

This Special Issue uses Cristina Lafont's latest book, *Democracy without Shortcut*, to stimulate a focused debate about the role of minipublics in democratic systems and the normative and practical prospects of a participatory and deliberative democracy. This Editorial Introduction provides an overview of current and emerging debates on minipublics research, locates Lafont's work in these debates, and presents a summary of contributions in the issue.

## READ MORE!

[https://www.iap2.org/  
page/jdd](https://www.iap2.org/page/jdd)

CONTINUED ON PAGE 10



# PROGRAMS & ACCOMPLISHMENTS

CONTINUED FROM PAGE 9

## IAP2 PILLARS OF P2

**260**  
**REQUESTS**

TO USE THESE P2 PILLARS

The IAP2 Spectrum of Public Participation, Core Values and Code of Ethics are widely referenced around the world for various purposes. IAP2 International received more than 260 requests for permission to use these P2 Pillars in 2020.

**Written permission to copy, use or reproduce IAP2 copyrighted materials was granted by IAP2 International to organisations and individuals in 2020 including:**

- Australian Institute of Aboriginal and Torres Strait Islander Studies
- Department of Premier and Cabinet, Victoria Government, Australia
- Canadian Institute for Conflict Resolution
- Province of British Columbia, Canada
- Agency for Disability and Development in Africa, Kenya
- Queenstown Lakes District Council, New Zealand
- Statistics New Zealand
- National Library Board, Singapore
- Institute for Studies of Housing and Space, Slovenia
- Northern Cape Provincial Legislature, South Africa
- The Scottish Government
- Howard University Master of Public Health Program (USA)
- Massachusetts Executive Office of Energy and Environmental Affairs (USA)

# MEMBERSHIP

IAP2 members are members of both their Region and International and have voting rights in both spheres. Members are served directly by the IAP2 Regions around the world. International members living or working outside of the regional territories are invited to review the activities of each region to select a region to join. IAP2 membership has grown significantly since the formation of the Federation in 2011 with 1,937 members to more than 15,000 in 2020.

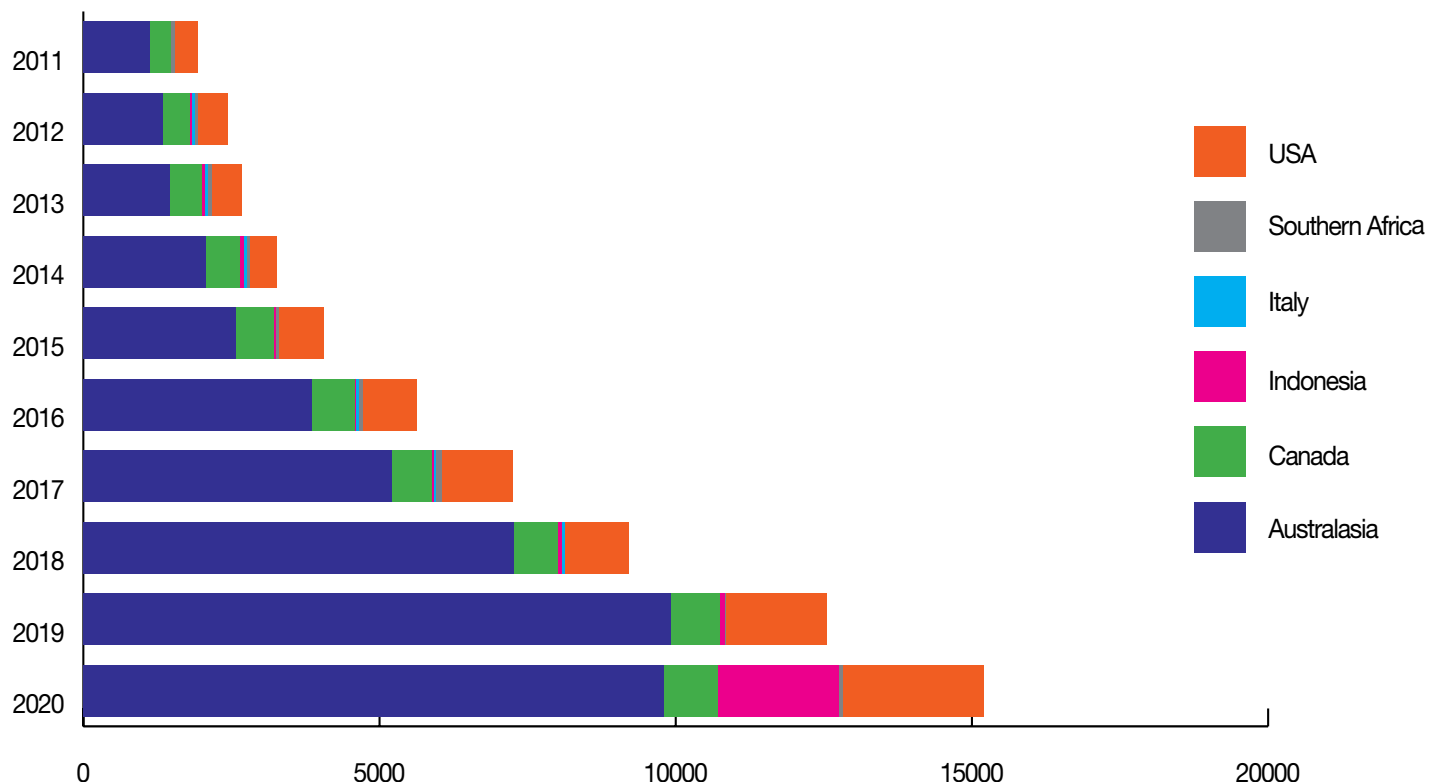
This extraordinary success is due in part to the dedication and countless hours of volunteer and staff time, local delivery of an expanded offering of member benefits, and programming tailored to the needs of members.

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

## IAP2 MEMBERSHIP—2011 TO 2020

Region*	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Australasia	1,124	1,338	1,454	2,062	2,557	3,859	5,205	7,268	9,910	9,975
Canada	350	467	551	587	625	711	682	745	831	911
Indonesia	—	28	42	56	35	30	25	61	84	2,052
Italy	—	51	61	64	—	41	43	60	11	N/A
Southern Africa	62	42	63	46	65	73	86	—	11	65
USA	401	511	492	451	758	909	1,215	1,069	1,700	2,371

*\*Includes individual members and organisations*



# TRAINING

## International Programs

IAP2 has set the standard for authentic stakeholder engagement with practical tools and methodologies that transcend national and cultural boundaries. Working with experienced IAP2 practitioners, we are continually updating and expanding our highly regarded and innovative training programs to meet the changing needs of members and to advance the practice.

The *Foundations in Public Participation* and *Strategies for Dealing with Opposition and Outrage in Public Participation* are the two international flagship IAP2 courses. IAP2 also offers *Public Participation for Decision Makers*, which looks at the Foundations from a decision maker's point of view and offers a perspective on how public participation can be integrated into the overall project plan.

During 2020, training was delivered by trainers licensed by IAP2 International throughout the IAP2 Regions of Canada, the United States, Australasia, Southern Africa, and the United Kingdom. There were 30 trainers licensed by IAP2 International across these international programs. More information is available on the IAP2 International website: [www.iap2.org](http://www.iap2.org).

## IAP2 Regional Training Programs

In addition to the IAP2 international training programs mentioned above, IAP2 regions offer training opportunities available to all IAP2 members.

### IAP2 Australasia Certificate in Engagement and Advanced Certificate

The IAP2 Australasia *Certificate in Engagement* and *Advanced Certificate* programs offered training for community and stakeholder engagement practitioners across Australia and New Zealand. More information can be found at [www.iap2.org.au](http://www.iap2.org.au)

### IAP2 USA and IAP2 Canada Annual Skills Symposiums

IAP2 USA and IAP2 Canada each hosted an annual Skills Symposium, a week-long offering of training on various P2 topics, and offer a suite of online training opportunities providing members the flexibility they need to fit continuing education into their existing life commitments. IAP2 USA held its annual Skills Symposium in March 2020 just before the shutdown for COVID. This week of training offered a wide range of professional development opportunities for P2 practitioners with all levels of experience. IAP2 Canada held its Virtual Skills Symposium in May 2020 featuring trainings in both French and English. Visit [www.iap2usa.org](http://www.iap2usa.org) or [www.iap2canada.ca](http://www.iap2canada.ca) for a calendar of courses offerings on topics which include social media, evaluation, and choosing the right P2 tools.



# INTERNATIONAL COMMITTEE ACTIVITIES

## International Board and Executive Committee

### 2020 EXECUTIVE COMMITTEE

- **International Chair:**  
Kylie Cochrane (Australasia)
- **Vice Chair:**  
Timothy Hart (Southern Africa)
- **Treasurer:**  
John Poynton (USA)
- **Secretary:**  
Aldi Muhammad Alizar (Indonesia)

### IAP2 INTERNATIONAL STAFF CONTRACTORS

- **Ellen Ernst,**  
*Executive Manager*
- **Cassandra Hemphill, Ph.D., CP3,**  
*Professional Development Manager*
- **Jennifer Armstrong,**  
*Training & Member Services Administrator*
- **Lauren Steidl,**  
*Finance Manager*

### 2020 IAP2 INTERNATIONAL BOARD OF DIRECTORS

NAME	REGION
Kylie Cochrane	Australasia
Molly Campbell	Australasia
Constance Ramaciere	Canada
Bruce Gilbert, Ph.D	Canada
Aldi Muhammad Alizar	Indonesia
Timothy Hart	Southern Africa
John Poynton	USA
Adriene Wright, Ph.D.	USA

On behalf of the Federation, Regions, members and the general IAP2 community, we extend our sincere appreciation to Molly Campbell (Australasia) who concluded board service for her dedication and contributions to IAP2.

➡ CONTINUED ON PAGE 14

# INTERNATIONAL COMMITTEE ACTIVITIES

➤ CONTINUED FROM PAGE 13

## Advocacy & Emerging Practice Committee

As an advisory committee to the International Board, the Advocacy & Emerging Practice Committee seeks to promote and support the establishment and growth of IAP2 structures in emerging regions around the world. Activities in 2020 included the review of challenges facing emerging regions and priorities for support and growth, interaction with groups seeking to launch or extend IAP2 structures, and the development of a Business-in-a-Box toolkit to assist emerging regions.

### COMMITTEE MEMBERS

- Timothy Hart, Chair
  - Molly Campbell
  - John Poynton
- Constance Ramaciare
- Lerato Ratsoenyane
  - Thato Shale
- Adriene Wright, Ph.D.

---

## Diversity, Equity, and Inclusion Task Force

In March 2020 IAP2 completed a diversity audit of the international organisation as part of the organisational change journey and further impetus from circumstances and IAP2 leadership in the USA region. This audit resulted in a set of key recommendations and priorities, one of which was to create a Task Force of the International Board. The Task Force was convened in October 2020 to develop recommendations for International Board consideration across key areas of the Diversity, Equity, and Inclusion priorities as approved by the Board. The important work of this group will continue in 2021.

### COMMITTEE MEMBERS

- Adriene Wright, Ph.D., Co-Chair
  - Rajvir Rao, Co-Chair
    - Tony Clark
  - Kendall Martin
  - Thato Shale

➤ CONTINUED ON PAGE 15

# INTERNATIONAL COMMITTEE ACTIVITIES

CONTINUED FROM PAGE 14

## Global Practice Development Committee

The Global Practice Development Committee (GPDC) was convened by the International Board as an advisory committee with a purpose to create coherent, current, and leading set of global learning modules and pathways, a suite of products and services to enhance the standards and quality of public participation practice, and responsive and aligned processes, across regions, to enable the management and administration of practice development activities.

### Key 2020 Accomplishments

- **Competency Framework.** Thanks to feedback, principles of diversity, equity and inclusion have been added as a new and separate core competency that is woven throughout the new curriculum.
- **Global Learning Pathway.** The new pathway is intentional in offering levels of learning and a choice in program areas, so that learning can be tailored to the needs of members from entry level to advanced.
- **IAP2 Way.** These foundational materials are the essence of who we are and what we stand for. These elements (definitions, foundations, practice framework, profiles of engagement model) complement each other and bring together the best of global practice. The IAP2 Way has been reviewed in consultations across the globe.
- **Trainer Transition Process.** The International Board has been collaborating with trainers to identify the principles and process for transitioning to the new curriculum. Everyone is committed to developing a process that supports our trainers to be ready and be part of a smooth transition. Trainers have shared the importance of having a streamlined process that sets everyone up for success.

### Committee Members

- Anne Harding, Co-Chair
- Joel Levin, Co-Chair
- Kylie Cochran, International Chair
- John Poynton, International Board
- Anne-Louise Blaikie
- Beatrice Briggs
- Erika Du Plessis
- Elisabeth Ellis
- Ellen Ernst
- Cassie Hemphill
- Heather Imboden
- Sherrill Johnson
- Penny Mabie
- Cheska Patow
- Katia Salazar Reviakina
- Pam Robertson
- Marion Short
- Catherine Smith
- Erin Zimmermann



## Words of Appreciation

IAP2 thanks the International and Regional Boards, committees, trainers, staff, critical friends, consultants, and many others for the time and efforts dedicated to IAP2 and the advancement of the practice. We are forever grateful.

# FINANCIAL REPORT



## IAP2 International Treasurer's Report

As the Treasurer for IAP2 International, I am pleased to table the 2020 financial report for your review. This review of financial records and accounting procedures was well prepared by the IAP2 International contractors, Lauren Steidl, Finance Manager, and Ellen Ernst, Executive Manager, who provided financial information, access, and excellent cooperation during the process. It has been a smooth and successful review conducted by Taylor, Roth & Company, PLLC (Denver, CO USA) and has been accepted and signed off by the Board.

A handwritten signature in black ink that reads "John Poynton".

**JOHN POYNTON**  
IAP2 International Treasurer  
2020

## Declaration of Directors

### FEDERATION OF 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 of 31st December 2020 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:**

A handwritten signature in black ink that reads "Kylie Cochrane".

**KYLIE COCHRANE**  
Chair  
DATED: 5/27/21

**DIRECTOR:**

A handwritten signature in black ink that reads "John Poynton".

**JOHN POYNTON**  
Treasurer  
DATED: 5/27/21

➔ CONTINUED ON PAGE 17



# FINANCIAL REPORT

CONTINUED FROM PAGE 16

## Independent Accountants' Review Report 2020



April 28, 2021

### INDEPENDENT ACCOUNTANTS' REVIEW REPORT

Board of Directors  
International Association for Public Participation  
Denver, Colorado

We have reviewed the accompanying financial statements of **Federation of International Association For Public Participation dba International Association for Public Participation** (a Colorado nonprofit corporation), which comprise the statement of financial position as of December 31, 2020, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of entity management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

#### *Accountants' Responsibility*

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

#### *Accountants' Conclusion*

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

#### *Report on Summarized Comparative Information*

We previously reviewed International Association for Public Participation's 2019 financial statements and in our conclusion dated April 30, 2020, stated that based on our review, we were not aware of any material modifications that should be made to the 2019 financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America. We are unaware of any material modifications that should be made to the summarized comparative information presented herein as of and for the year ended December 31, 2019, for it to be consistent with the reviewed financial statements from which it has been derived.

*TaylorRoth and Company, PLLC*  
TAYLOR, ROTH AND COMPANY, PLLC  
CERTIFIED PUBLIC ACCOUNTANTS  
DENVER, COLORADO

800 Grant Street, Suite 205, Denver, CO 80203-2944 · 1540 Juan Tabo Blvd. NE, Suite H, Albuquerque, NM 87112-4469  
www.TaylorRoth.com

CONTINUED ON PAGE 18

# FINANCIAL REPORT

See accompanying notes starting on page 20, and independent accountants' review report on page 17.

CONTINUED FROM PAGE 17

## STATEMENT OF FINANCIAL POSITION

For the Year Ended December 31, 2020 (with comparative totals for 2019)

ASSETS	2020 Total	2019 Total
Cash & cash equivalents	\$479,798	\$467,913
Affiliate membership contributions receivable (Note 3)	\$74,843	—
Accounts receivable	—	\$99,289
Prepaid expenses	\$1,648	\$1,648
<b>Total Assets</b>	<b>\$556,289</b>	<b>\$568,850</b>
LIABILITIES	2020 Total	2019 Total
Accounts payable	\$24,608	\$27,566

NET ASSETS	2020 Total	2019 Total
Without donor restrictions		
Undesignated)	\$456,681	\$466,284
Board designated operating reserve (Note 4)	\$75,000	\$75,000
<b>Total Net Assets</b>	<b>\$531,681</b>	<b>\$541,284</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$556,289</b>	<b>\$568,850</b>

## STATEMENT OF ACTIVITIES

For the Year Ended December 31, 2020 (with comparative totals for 2019)

	2020			2019
REVENUE & OTHER SUPPORT	W/out Donor Restrictions	W/ Donor Restrictions	Total	Total
Affiliate membership contributions (Note 5)	\$319,966	—	\$319,966	—
Train the trainer fees	\$4,100	—	\$4,100	\$8,425
Members at large	\$570	—	\$570	\$1,160
Interest income	\$174	—	\$174	\$1,035
Program license fees (Note 5)	—	—	—	\$363,228
Royalty income (Note 5)	—	—	—	\$201,884
Other	\$746	—	\$746	\$404
<b>Total revenue and other support</b>	<b>\$325,556</b>	<b>—</b>	<b>\$325,556</b>	<b>\$576,136</b>

	2020			2019
EXPENSES	W/out Donor Restrictions	W/ Donor Restrictions	Total	Total
Program Services	\$208,683	—	\$208,683	\$282,951
Supporting Services				
Management and General	\$126,476	—	\$126,476	\$159,134
<b>Total Expense</b>	<b>\$335,159</b>	<b>—</b>	<b>\$335,159</b>	<b>\$442,085</b>
Change in Net Assets	(\$9,603)	—	(\$9,603)	\$134,051
<b>Net Assets, Beginning of Year</b>	<b>\$541,284</b>	<b>—</b>	<b>\$541,284</b>	<b>\$407,233</b>
<b>Net Assets, End of Year</b>	<b>\$531,681</b>	<b>—</b>	<b>\$531,681</b>	<b>\$541,284</b>

CONTINUED ON PAGE 19

# FINANCIAL REPORT

See accompanying notes starting on page 20, and independent accountants' review report on page 17.

CONTINUED FROM PAGE 18

## STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended December 31, 2020 (with comparative totals for 2019)

	2020			2019
	Program Services	Mgt. & General	Total	Total
Contract staff	\$112,809	\$69,141	\$181,950	\$177,781
Consulting - change management project (Note 6)	\$8,305	\$33,219	\$41,524	\$52,570
Program development	\$40,142	—	\$40,142	\$6,780
Member development	\$23,000	—	\$23,000	\$36,732
Website and technology (Note 6)	\$13,547	\$1,505	\$15,052	\$73,107
Legal fees	—	\$6,734	\$6,734	\$779
Marketing and awareness	—	\$6,000	\$6,000	\$6,009
Royalties (Note 7)	\$5,069	—	\$5,069	\$18,690
Insurance	\$2,380	\$2,379	\$4,759	\$5,661
Accounting and tax fees	—	\$4,650	\$4,650	\$4,125
Bank and financial service fees	\$2,475	\$275	\$2,750	\$4,655
Office expense	\$539	\$2,156	\$2,695	\$2,692
Meetings and workshops (Note 8)	\$417	\$417	\$834	\$43,273
Travel	—	—	—	\$7,032
Core value awards	—	—	—	\$1,506
Bad debt expense	—	—	—	\$603
<b>Total Expenses</b>	<b>\$208,683</b>	<b>\$126,476</b>	<b>\$335,159</b>	<b>\$442,085</b>

## STATEMENT OF CASH FLOWS

For the Year Ended December 31, 2020 (with comparative totals for 2019)

CASH FLOWS FROM OPERATING ACTIVITIES	2020 Total	2019 Total
Change in net assets	(\$9,603)	\$134,051
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Bad debts expense	—	\$603

CHANGES IN OPERATING ASSETS AND LIABILITIES	2020 Total	2019 Total
(Increase)decrease in affiliate membership contributions receivable	(\$74,843)	—
(Increase)decrease in accounts receivable	\$99,289	\$72,199
(Increase)decrease in prepaid expenses	—	\$1,780
Increase(decrease) in accounts payable	(\$2,958)	\$10,227
Net cash provided by operating activities	\$11,885	\$218,860
Net increase in cash and cash equivalents	\$11,885	\$218,860
<b>Cash and cash equivalents, beginning of year</b>	<b>\$467,913</b>	<b>\$249,053</b>
<b>Cash and cash equivalents, end of year</b>	<b>\$479,798</b>	<b>\$467,913</b>

CONTINUED ON PAGE 20

# FINANCIAL REPORT

➤ CONTINUED FROM PAGE 19

## Notes to the Financial Statements

### NOTE 1:

#### DESCRIPTION OF THE ORGANIZATION

International Association for Public Participation (the Organization) is a nonprofit organization incorporated in 1990 for the purpose of establishing an association of members who seek to promote and improve the practice of public participation in relation to individuals, governments, and other entities who affect public participation in nations around the world.

The Organization is an international federation of national and regional affiliates (the Affiliates) which are separate legal entities in their respective jurisdictions. During 2020 affiliates included Australasia (Australia and New Zealand), Canada, Indonesia, Southern Africa (Angola, Botswana, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia, and Zimbabwe) and the United States. Individuals and organizations outside established affiliate countries and regions are eligible for membership with the region of their choice.

The Organization defines "Public Participation" as the means to involve those who are affected by a decision in the decision-making process. It promotes sustainable decisions by providing participants with the information they need to be involved in a meaningful way, and it communicates to participants how their input affects the decision.

The practice of public participation might involve public meetings, surveys, open houses, workshops, polling, citizens' advisory committees and other forms of direct involvement with the public.

The Organization is primarily supported by the remittance of a portion of membership fees collected by affiliate regions.

### NOTE 2:

#### SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND PROCEDURES

##### 1. Basis of Accounting

The financial statements of the Organization have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities.

##### 2. Basis of Presentation

The financial statements of the Organization have been prepared in accordance with U.S. generally accepted accounting principles which require the Organization to report its financial position and activities according to the following net asset classifications:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the organization. These net assets may be used at the discretion of the Organization's management and board of directors.

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated that the funds be maintained in perpetuity.

Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statement of activities.

Contributed property and equipment are recorded at fair value at the date of donation. Contributions with donor-imposed stipulation regarding how long the contributed asset must be used are recorded as net assets with donor restrictions; otherwise, the contributions are recorded as net assets without donor restrictions.

##### 3. Revenue and Revenue Recognition

The Organization recognizes affiliate membership contributions during the period membership fees are received by the affiliates.

##### 4. Cash and Cash Equivalents

Cash and cash equivalents are considered to be all unrestricted highly liquid investments with an initial maturity of three months or less.

##### 5. Capitalization and Depreciation

The Organization follows the practice of capitalizing all expenditures for land, buildings and equipment of \$1,000 or more. The fair value of donated assets is similarly capitalized. Depreciation is computed using the straight-line method over the estimated useful lives of the assets. As of yearend, the Organization had no fixed assets.

##### 6. Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

##### 7. Income Taxes

The Organization is exempt from Federal and State income taxes under the provisions of Internal Revenue Code Section 501(c)(3). Accordingly, no provision or liability for income taxes has been provided in the accompanying financial statements.

*(continued on next page)*



# FINANCIAL REPORT

## Notes to the Financial Statements

### NOTE 2 (continued):

#### SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND PROCEDURES

##### 8. Functional Reporting of Expenses

For the year ended December 31, 2020, the costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain categories of expenses attributable to program services or a supporting function are allocated on a reasonable basis that is consistently applied. The significant expenses that are allocated include contracted staff and consulting expenses which are allocated based on estimates of time and effort.

##### 9. Summarized Prior-Year Information

The financial statements include certain prior year summarized comparative information in total but not net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Organization's financial statements for the year ended December 31, 2019, from which the summarized information was derived.

##### 10. Subsequent Events

Management has evaluated subsequent events through April 28, 2021, the date the financial statements were available for distribution.

### NOTE 3:

#### AFFILIATE MEMBERSHIP CONTRIBUTIONS RECEIVABLE

At year-end, accounts receivable represents receivables arising from affiliate membership contributions. The receivables are anticipated to be collected during the upcoming year. Management has evaluated the receivables and does not believe that an allowance for doubtful accounts is needed.

### NOTE 4:

#### BOARD DESIGNATED OPERATING RESERVE

The Board of Directors has established a reserve of \$75,000 to be used for outstanding debts upon the ultimate dissolution of the Organization. Because the Board of Directors has control over the ultimate use of the funds, the board designated reserve is included in net assets without donor restrictions.

### NOTE 5:

#### REVENUE AND OTHER SUPPORT

In 2020, the Organization began operating under a new financial model whereby affiliates entered into agreements to pay the Organization a portion of their membership fees. Previously, the Organization was funded by program license fees based on trainings held, as well as an affiliate agreement that provided royalty income.

### NOTE 6:

#### WEBSITE AND TECHNOLOGY AND CONSULTING – CHANGE MANAGEMENT PROJECT

During 2019 and 2020 the Organization incurred consulting costs for a change management project. In connection with the change management project, significant revisions were made to the Organization's website during 2019.

### NOTE 7:

#### ROYALTY EXPENSE

The Organization has a Memorandum of Understanding (MOU) with the developer of programs offered by the Organization. The Organization pays the developer a royalty based upon the number of program courses taught to participants. The royalties vary based upon where the courses are taught. The current MOU expires on June 30, 2021.

### NOTE 8:

#### MEETINGS AND WORKSHOPS EXPENSE

The Organization held no onsite board meetings in 2020 due to the COVID-19 pandemic. During 2019 the Organization held two board meetings and related workshops which were attended by board members and affiliate representatives. To facilitate attendance, the Organization provided grants to the participants to assist with the travel and related costs.

### NOTE 9:

#### CONCENTRATION OF REVENUE SOURCE AND CREDIT

For the year ended December 31, 2020, the Organization received approximately 63% of its revenue and other support from one affiliate. At year-end, the member contributions receivable included a balance of approximately \$31,000 from that affiliate.

➔ CONTINUED ON PAGE 22

# FINANCIAL REPORT

## Notes to the Financial Statements

CONTINUED FROM PAGE 21

### NOTE 10:

#### CONCENTRATION OF CREDIT

The Organization keeps its available cash in one financial institution. At year-end the institution had a deposit balance of approximately \$480,000. Amounts over \$250,000 are not insured by the Federal Deposit Insurance Corporation or other entities. Management has evaluated its banking needs and the strength of the financial institution and believes it is in the Organization's best interest to continue its existing banking relationship.

### NOTE 11:

#### AVAILABILITY AND LIQUIDITY

The following represents the Organization's financial assets available for general operating expenditures within one year on December 31, 2020:

FINANCIAL ASSETS AT YEAR-END	AMOUNT
Cash and cash equivalents	\$479,798
Affiliate membership contributions receivable	\$74,843
Total	\$554,641
Less amounts not available to be used within one year	
Board designated reserve	(\$75,000)
Financial assets available to meet cash needs for general expenditures within one year	\$479,461

The Organization manages its liquidity and reserves following three guiding principles: operating within a prudent range of financial soundness and stability, maintaining adequate liquid assets to fund nearterm operating needs, and maintaining sufficient reserves to provide reasonable assurance that long-term obligations will be discharged.

The Organization's general operating expenditures are anticipated to be \$225,000 - \$275,000 for the upcoming year. The Organization's Board of Directors designated \$75,000 to be used in the event of the Organization's ultimate dissolution. Because of the Board of Director's designation, the \$75,000 is not available for general operating expenditures within the next year, however, the board of directors could make them available, if necessary.



# IN CLOSING

The International Association for Public Participation (IAP2) is an association of members who seek to advance and extend the practice of public participation through professional development, certification, standards of practice, core values, advocacy, and key initiatives with strategic partners around the world.

IAP2 comprises an international body (“International”) and separate independent non-profit entities in multiple jurisdictions that operate pursuant to affiliation agreements with IAP2 (“Regions”). Regions are currently operating in Australasia (Australia and New Zealand), Canada, Indonesia, Latin America, Southern Africa, and the United States.

In the coming year, we look forward to expanding the reach and impact of IAP2, advancing the practice of public participation, and serving the needs of our members!



**IAP2 International**

[www.iap2.org](http://www.iap2.org)

[iap2hq@iap2.org](mailto:iap2hq@iap2.org)

