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IN CLOSING ...... 23
I am pleased to report the IAP2 International Federation is strong and made significant accomplishments for the practice and members in 2021. The organisation made it through the global pandemic in good standing and is now poised to achieve great things.

After two years of development and global consultation, the International Federation delivered a suite of training courses – the IAP2 Global Learning Pathway – to the Regions for implementation. We could not have accomplished this significant piece of work without the tireless efforts and dedication of the Global Practice Development Committee, consultants, contributors, trainers and staff. We are forever grateful.

Membership continues to grow with now more than 16,000 members around the world. International programs including the annual Core Values Awards, Journal of Deliberative Democracy, and training continue to grow and reach more audiences.

My sincere gratitude to the IAP2 International staff: Ellen Ernst (Executive Manager), Kimberly Jones (Engagement Coordinator), Tiffany Skomro (Project Manager) 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.

My term as International Chair has now come to a bitter-sweet end. I am confident I am leaving the organisation in very capable hands and look forward to hearing about the advancements and successes for years to come!

On behalf of the IAP2 International Board, I present to you the 2021 Annual Report of IAP2 International.

MS. KYLIE COCHRANE
International Chair
IAP2 International Federation
A GLOBAL LEARNING PATHWAY

Guided by the International Federation Board and the Global Practice Development Committee, and with the support of the Engagement Plus consultant team, trainers, volunteers, and staff the organisation made significant progress along its journey to create a Global Learning Pathway for learners. We extend our sincere appreciation to them for their dedication and contributions to the organisation and the practice.

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.
IAP2 announced the 2021 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
- Research Award
- International Jury Panel

Level Crossing Removal Project (LXRP) was established by the Victorian Government to oversee one of the largest rail infrastructure projects in the state’s history. We have the challenging task of removing 75 level crossings across metropolitan Melbourne by 2025. The project is improving safety, reducing congestion, improving travel time reliability, and enabling more trains to run on Melbourne’s congested network. As of April 2021, 46 level crossings have been removed and 23 new stations completed. Our vision at the LXRP is ‘Delivering Great Change – Transforming the way Victorians live, work and travel’. This is underpinned by five strategic objectives, or the ‘five greats’ as they are known within our organisation. ‘Great engagement’ is one of our objectives and given the size and scale of our delivery program, we have seized this as an opportunity to be trailblazers in infrastructure engagement.

Victoria State Government (Australia)

FOR THEIR ENTRY: “Level Crossing Removal Project”

LEARN MORE!
https://levelcrossings.vic.gov.au
In 2018, the court approved a settlement between the Canadian government and Survivors of the 60’s Scoop, where Indigenous children were forcibly removed from their families and put into non-Indigenous care. One outcome of the settlement was the provision of $50 million to establish a Sixties Scoop Healing Foundation (SSHF) for Survivors. While the SSHF had been incorporated and an interim board of directors appointed, its focus, governance, and mandate were not yet determined. The Interim Board acknowledged that serving survivors meant earning their trust through authentic engagement. By focusing on Survivors and creating a culturally safe and trauma-informed environment, the team captured the voices of hundreds of survivors. Their input led to seven foundational recommendations that informed the direction of the SSHF.

Argyle (Canada)

FOR THEIR ENTRY: Sixties Scoop Foundation Engagement Process

LEARN MORE!
https://www.sixtiescoophealingfoundation.com/
Public participation initiatives often struggle to draw participants who truly represent the demographic, attitudinal and experiential diversity of the communities impacted by a decision. Engagement processes that fail to address these barriers and systemic inequities may cause more harm than good. What would it take to move beyond inclusion and towards a practice of equity—sharing power so that communities and leaders may collaborate throughout the planning, implementation, and follow-up of an engagement in order to genuinely co-create solutions?

**2021 RESEARCH AWARD**

**Now Available**

**Beyond Inclusion:**
Equity in Public Engagement
A Guide for Practitioners

Download your digital copy today:
sfu.ca/dialogue/beyond-inclusion

Simon Fraser University’s
Morris J. Wosk Centre for Dialogue

FOR THEIR ENTRY: Beyond Inclusion: Equity in Public Engagement

Public participation initiatives often struggle to draw participants who truly represent the demographic, attitudinal and experiential diversity of the communities impacted by a decision. Engagement processes that fail to address these barriers and systemic inequities may cause more harm than good. What would it take to move beyond inclusion and towards a practice of equity—sharing power so that communities and leaders may collaborate throughout the planning, implementation, and follow-up of an engagement in order to genuinely co-create solutions?

**LEARN MORE!**

https://www.sfu.ca/dialogue/beyond-inclusion.html

CONTINUED ON PAGE 8
Special thanks are extended to the international jury members, Rachel Fox, IAP2 International Board Member (Jury Convener), Sara Dechter, CP3, AICP, Comprehensive Planning Manager, City of Flagstaff, AZ, Core Values Awards – Project of the Year winner in 2020, and Geoff Wilson, MPA, Director Public Engagement & Community Health Board Support, Nova Scotia Health Authority, Core Values Awards – Organisation of the Year winner in 2020, 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
In 2021, the Journal of Deliberative Democracy co-sponsored by IAP2 published two issues:

**Volume 17, Issue 2 (2021) Regular Issue: Deliberative Qualities of Communication**

The articles in this regular issue contribute to the scholarly engagement with the deliberative qualities of communication, its antecedents and consequences in relation to these developments. Overall these contributions look to a readership both interested in specific instances of deliberative communication and reflecting on theoretical and empirical advances from an integrative perspective.

**Volume 17, Issue 1 (2021) Regular Issue**

This issue includes articles on a variety of topics: open meetings, reclaiming civility, fair compromise, inclusive and deliberative platforms, and more.

LEARN MORE!
https://www.iap2.org/page/jdd
The IAP2 Spectrum of Public Participation, Core Values and Code of Ethics are widely referenced around the world for various purposes. As an international leader in public participation (P2), IAP2 developed three pillars for effective P2 processes. Developed with broad international input, these pillars cross national, cultural and religious boundaries, and they form the foundation of P2 processes that reflect the interests and concerns of all stakeholders.

IAP2 International received more than 300 requests for permission to use these P2 Pillars in 2021, including:

- Department of the Premier and Cabinet (Queensland, Australia Govt)
- Canadian Partnership Against Cancer, Canada
- National Centre for Public Health and Environment, The Netherlands
- South Wairarapa District Council, New Zealand
- Virginia Council on Environmental Justice, USA

The IAP2 International Federation offers this important piece of intellectual work to the international community of public participation practitioners. Please visit www.iap2.org to view the Guidelines for Use and to request permission.
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 International Federation in 2011 with 1,937 members to more than 16,000 in 2021. 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 2021

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Australasia</td>
<td>1,124</td>
<td>1,338</td>
<td>1,454</td>
<td>2,050</td>
<td>2,577</td>
<td>3,859</td>
<td>5,205</td>
<td>7,268</td>
<td>9,910</td>
<td>9,795</td>
<td>11,392</td>
</tr>
<tr>
<td>Canada</td>
<td>350</td>
<td>467</td>
<td>551</td>
<td>587</td>
<td>625</td>
<td>711</td>
<td>682</td>
<td>745</td>
<td>831</td>
<td>911</td>
<td>1,082</td>
</tr>
<tr>
<td>Indonesia</td>
<td>—</td>
<td>28</td>
<td>42</td>
<td>56</td>
<td>35</td>
<td>30</td>
<td>25</td>
<td>61</td>
<td>84</td>
<td>2,052*</td>
<td>63</td>
</tr>
<tr>
<td>Italy</td>
<td>—</td>
<td>51</td>
<td>61</td>
<td>64</td>
<td>—</td>
<td>41</td>
<td>43</td>
<td>60</td>
<td>11</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Southern Africa</td>
<td>62</td>
<td>42</td>
<td>63</td>
<td>46</td>
<td>65</td>
<td>73</td>
<td>86</td>
<td>—</td>
<td>11</td>
<td>65</td>
<td>93</td>
</tr>
<tr>
<td>USA</td>
<td>401</td>
<td>511</td>
<td>492</td>
<td>451</td>
<td>758</td>
<td>909</td>
<td>1,215</td>
<td>1,069</td>
<td>1,700</td>
<td>2,371</td>
<td>3,394</td>
</tr>
</tbody>
</table>

*Includes individual members and organisations

*Indonesia has one organisation member that represents 2,000 employees
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 2021, 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.

---

**IAP2 Regional Training Programs**

In addition to the IAP2 international training programs mentioned above, IAP2 Regions offer training opportunities available to all IAP2 members, including:

- Annual skills symposium, a week-long offering of training on various P2/engagement topics
- Suite of online training opportunities providing members the flexibility they need to fit continuing education into their existing life commitments, on topics which include social media, evaluation, DEI and much more!
- The IAP2 Australasia Certificate in Engagement and Advanced Certificate programs provide training for community and stakeholder engagement practitioners across Australia and New Zealand.

Visit the **IAP2 Region training calendars** for up-to-date information on training.
Executive Committee and International Board

2021 EXECUTIVE COMMITTEE

- International Chair: Kylie Cochrane (Australasia)
- Vice Chair: Adriene Wright (USA)
- Treasurer: John Poynton (USA)
- Secretary: Constance Ramaciere (Canada)

2021 IAP2 INTERNATIONAL BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>NAME</th>
<th>REGION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kylie Cochrane</td>
<td>Australasia</td>
</tr>
<tr>
<td>Rachel Fox</td>
<td>Australasia</td>
</tr>
<tr>
<td>Constance Ramaciere</td>
<td>Canada</td>
</tr>
<tr>
<td>Bruce Gilbert, Ph.D</td>
<td>Canada</td>
</tr>
<tr>
<td>Aldi Muhammad Alizar</td>
<td>Indonesia</td>
</tr>
<tr>
<td>Timothy Hart</td>
<td>Southern Africa</td>
</tr>
<tr>
<td>John Poynton</td>
<td>USA</td>
</tr>
<tr>
<td>Adriene Wright, Ph.D.</td>
<td>USA</td>
</tr>
</tbody>
</table>

IAP2 INTERNATIONAL STAFF CONTRACTORS

- Ellen Ernst, Executive Manager
- Lauren Steidl, Finance Manager
- Kimberly Jones, Engagement Coordinator
- Tiffany Skomro, Project Manager

CONTINUED ON PAGE 14
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. In 2021 this committee worked closely with the volunteers in Latin America to support their efforts in forming an emerging region and developed a background paper around the motivations for expanding IAP2 and the practice globally. We look forward to welcoming IAP2 Latin America to the global IAP2 family!

COMMITTEE MEMBERS

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

Global Diversity, Equity, and Inclusion Task Force

Created by the International Board in 2021 as an outcome of the diversity audit process, the Global DEI Task Force had several significant accomplishments this year, including:

- DEI Task Force and the international board participated in training led by Gemini Group
- Ensured an equity-centred approach in our decisions and actions
- A key influencer in the GPDC and curriculum development process
- Reviewed and made recommendations on the GLP curricula and highly involved in the development and piloting of the DEI in P2 curriculum

COMMITTEE MEMBERS

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

Committee Members

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

KEY 2021 ACCOMPLISHMENT

IAP2 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. A suite of thirteen courses were developed to provide the learning outcomes and competencies on a global level.

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 IAP2 and the advancement of the practice. We are forever grateful.
IAP2 International Treasurer’s Report

As the Treasurer for IAP2 International, I am pleased to table the 2021 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.

JOHN POYNTON
IAP2 International Treasurer
2021

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 2021 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.

KYLIE COCHRANE
Chair
DATED: 4/26/22

JOHN POYNTON
Treasurer
DATED: 4/26/22
Independent Accountants' Review Report 2021

April 26, 2022

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 (a Colorado nonprofit corporation), which comprise the statement of financial position as of December 31, 2021, 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.

We are required to be independent of International Association for Public Participation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

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 2020 financial statements and in our conclusion dated April 28, 2021, stated that based on our review, we were not aware of any material modifications that should be made to the 2020 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, 2020, for it to be consistent with the reviewed financial statements from which it has been derived.

TAYLOR, ROTH AND COMPANY, PLLC
CERTIFIED PUBLIC ACCOUNTANTS
DENVER, COLORADO
STATEMENT OF FINANCIAL POSITION
For the Year Ended December 31, 2021 (with comparative totals for 2020)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2021 Total</th>
<th>2020 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; cash equivalents</td>
<td>$578,956</td>
<td>$479,798</td>
</tr>
<tr>
<td>Affiliate membership contributions receivable (Note 3)</td>
<td>$96,745</td>
<td>$74,843</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>$2,377</td>
<td>$1,648</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$678,078</td>
<td>$556,289</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th>2021 Total</th>
<th>2020 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Without donor restrictions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>$465,442</td>
<td>$456,681</td>
</tr>
<tr>
<td>Board designated operating reserve (Note 4)</td>
<td>$75,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$540,442</td>
<td>$531,681</td>
</tr>
<tr>
<td>Total Liabilities &amp; Net Assets</td>
<td>$678,078</td>
<td>$556,289</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>2021 Total</th>
<th>2020 Total</th>
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<tbody>
<tr>
<td>Accounts payable</td>
<td>$137,636</td>
<td>$24,608</td>
</tr>
</tbody>
</table>

STATEMENT OF ACTIVITIES
For the Year Ended December 31, 2021 (with comparative totals for 2020)

<table>
<thead>
<tr>
<th>REVENUE &amp; OTHER SUPPORT</th>
<th>2021 Total</th>
<th>2020 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Without donor restrictions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affiliate membership contributions</td>
<td>$367,213</td>
<td>$319,966</td>
</tr>
<tr>
<td>Program license fees</td>
<td>$3,003</td>
<td>$3,003</td>
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<tr>
<td>Train the trainer fees</td>
<td>$1,625</td>
<td>$1,625</td>
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<tr>
<td>Interest income</td>
<td>$19</td>
<td>$19</td>
</tr>
<tr>
<td>Members at large</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total revenue and other support</td>
<td>$371,860</td>
<td>$325,556</td>
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<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2021 Total</th>
<th>2020 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Without donor restrictions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Services</td>
<td>$271,919</td>
<td>$208,683</td>
</tr>
<tr>
<td>Supporting Services</td>
<td></td>
<td></td>
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<tr>
<td>Management and General</td>
<td>$91,180</td>
<td>$126,476</td>
</tr>
<tr>
<td>Total Expense</td>
<td>$363,099</td>
<td>$335,159</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>$8,761</td>
<td>($9,603)</td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>$531,681</td>
<td>$541,284</td>
</tr>
<tr>
<td>Net Assets, End of Year</td>
<td>$540,442</td>
<td>$531,681</td>
</tr>
</tbody>
</table>
## STATEMENT OF FUNCTIONAL EXPENSES

For the Year Ended December 31, 2021 (with comparative totals for 2020)

<table>
<thead>
<tr>
<th></th>
<th>2021 Program Services</th>
<th>Mgt. &amp; General</th>
<th>Total</th>
<th>2020 Program Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract staff</td>
<td>$84,203</td>
<td>$51,608</td>
<td>$135,811</td>
<td>$181,950</td>
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</tr>
<tr>
<td>Program development (Note 5)</td>
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<td>—</td>
<td>$160,930</td>
<td>$40,142</td>
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<tr>
<td>Consultants (Note 6)</td>
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<td>$8,800</td>
<td>$11,000</td>
<td>$41,524</td>
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<td>Royalties (Note 7)</td>
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<td>$9,849</td>
<td>$5,069</td>
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<tr>
<td>Legal fees</td>
<td>—</td>
<td>$8,160</td>
<td>$8,160</td>
<td>$6,734</td>
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<tr>
<td>Website and technology</td>
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<td>$7,523</td>
<td>$15,052</td>
<td></td>
</tr>
<tr>
<td>Meetings and workshops</td>
<td>$3,181</td>
<td>$3,180</td>
<td>$6,361</td>
<td>$834</td>
<td></td>
</tr>
<tr>
<td>Marketing and awareness</td>
<td>—</td>
<td>$6,000</td>
<td>$6,000</td>
<td>$6,000</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>—</td>
<td>$4,750</td>
<td>$4,750</td>
<td>$4,650</td>
<td></td>
</tr>
<tr>
<td>Accounting and tax fees</td>
<td>$2,742</td>
<td>$2,741</td>
<td>$5,483</td>
<td>$4,759</td>
<td></td>
</tr>
<tr>
<td>Office expense</td>
<td>$744</td>
<td>$2,978</td>
<td>$3,722</td>
<td>$2,695</td>
<td></td>
</tr>
<tr>
<td>Bank and financial service fees</td>
<td>—</td>
<td>$2,211</td>
<td>$2,211</td>
<td>$2,750</td>
<td></td>
</tr>
<tr>
<td>Member development</td>
<td>$1,000</td>
<td>—</td>
<td>$1,000</td>
<td>$23,000</td>
<td></td>
</tr>
<tr>
<td>Core value awards</td>
<td>$299</td>
<td>—</td>
<td>$299</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$271,919</strong></td>
<td><strong>$91,180</strong></td>
<td><strong>$363,099</strong></td>
<td><strong>$335,159</strong></td>
<td></td>
</tr>
</tbody>
</table>

## STATEMENT OF CASH FLOWS

For the Year Ended December 31, 2021 (with comparative totals for 2020)

### CASH FLOWS FROM OPERATING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2021 Total</th>
<th>2020 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$8,761</td>
<td>($9,603)</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash provided by operating activities</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Bad debts expense</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

### CHANGES IN OPERATING ASSETS AND LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2021 Total</th>
<th>2020 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Increase)decrease in affiliate membership contributions receivable</td>
<td>($21,902)</td>
<td>($74,843)</td>
</tr>
<tr>
<td>(Increase)decrease in accounts receivable</td>
<td>—</td>
<td>$99,289</td>
</tr>
<tr>
<td>(Increase)decrease in prepaid expenses</td>
<td>($729)</td>
<td>—</td>
</tr>
<tr>
<td>Increase(decrease) in accounts payable</td>
<td>$113,028</td>
<td>($2,958)</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>$99,158</td>
<td>$11,886</td>
</tr>
<tr>
<td>Net increase in cash and cash equivalents</td>
<td>$99,158</td>
<td>$11,885</td>
</tr>
<tr>
<td>Cash and cash equivalents, beginning of year</td>
<td>$479,798</td>
<td>$467,913</td>
</tr>
<tr>
<td>Cash and cash equivalents, end of year</td>
<td>$578,956</td>
<td>$479,798</td>
</tr>
</tbody>
</table>

CONTINUED ON PAGE 20
INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION

CONTINUED FROM PAGE 19

The Organization is primarily supported by fees collected by affiliate regions. The remittance of a portion of membership fees is used to support the 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 2021 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 as well as an emerging affiliate in Latin America. 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.

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 without 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, net of exchange rate gain or loss on payment.

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 PAGE 21
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, 2021, 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, 2020, from which the summarized information was derived.

10. Subsequent Events
Management has evaluated subsequent events through April 26, 2022, the date the financial statements were available for distribution.

NOTE 3:
AFFILIATE MEMBERSHIP CONTRIBUTIONS RECEIVABLE
Affiliate membership contributions receivable represents receivables arising from affiliate membership dues, a portion of which, is contributed to the Organization. The receivables are valued at the applicable exchange rate when recognized and are anticipated to be collected during the upcoming year. Any change in value of the receivables at year-end due to exchange rate fluctuations is immaterial to these financial statements. Management has evaluated the receivables and does not believe that an allowance for doubtful accounts is necessary and any present value discount would be immaterial to these financial statements. During the year, the Organization recognized an exchange rate loss of $3,537 on the payment of quarterly membership contributions which is netted with affiliate membership contributions.

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:
PROGRAM DEVELOPMENT
During 2021, the Organization incurred program development costs primarily to harmonize the course offerings provided by the affiliates. The Organization also incurred costs to develop a new diversity, equity and inclusion course for the affiliates.

NOTE 6:
CONSULTANTS
During the year, the Organization received strategic planning consulting services. The prior year consulting expenses were incurred in connection with a change management project.

NOTE 7:
ROYALTY EXPENSE
The Organization has a Memorandum of Understanding (MOU) with the developer of a course offered by the Organization. The Organization pays the developer a royalty based upon the number of participants each time the course is offered. The royalties vary based upon where the courses are taught. The current MOU expires on June 30, 2022.

NOTE 8:
CONCENTRATION OF REVENUE SOURCE AND CREDIT
For the year ended December 31, 2021, the Organization received approximately 67% of its revenue and other support from one affiliate. At year-end, the member contributions receivable included a balance of approximately $61,000 from that affiliate.

NOTE 9:
CONCENTRATION OF CREDIT
The Organization keeps its available cash in one financial institution. At year-end the institution had a deposit balance of approximately $579,000. 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.

CONTINUED ON PAGE 22
**NOTE 1:**  
**AVAILABILITY AND LIQUIDITY**

The following represents the Organization's financial assets available for general operating expenditures within one year on December 31, 2021:

<table>
<thead>
<tr>
<th>FINANCIAL ASSETS AT YEAR-END</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$578,956</td>
</tr>
<tr>
<td>Affiliate membership contributions receivable</td>
<td>$96,745</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$675,701</strong></td>
</tr>
<tr>
<td>Less amounts not available to be used within one year</td>
<td></td>
</tr>
<tr>
<td>Board designated reserve</td>
<td>($75,000)</td>
</tr>
<tr>
<td><strong>Financial assets available to meet cash needs for general expenditures within one year</strong></td>
<td><strong>$600,701</strong></td>
</tr>
</tbody>
</table>

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 near-term 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 $675,000 - $725,000 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.
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!