IAP2 FEDERATION MODEL

Refinement of Roles, Responsibilities and Funding Model

May 12, 2015

"Think globally, act locally"
United Nations Motto

EXECUTIVE SUMMARY

The IAP2 Federation Model was launched January 1, 2011, with an anticipated 10-year implementation timeline. This report provides background about the IAP2 organization, how it evolved to its present state, what considerations were included in the decision to move to a Federation Model, what the expected end-state was, and what the current status is. A bibliography of source documents is included at the end of this report, and most documents are posted on iap2.org under the section "About / Governance".

In the interests of continuous improvement, it is appropriate as we approach year 5 of the Federation to take a step back and review the governance model and funding structure of the organization to determine what adjustments, if any, may be required to ensure ongoing sustainability. It is important for Affiliates and members to have an opportunity to provide their input in the discussion.

This document is a resource for Affiliates to use when engaging IAP2 members in discussions about the roles, responsibilities, and potential funding models of the Affiliates and the Federation. Each Affiliate is asked to provide their member input to the Federation **by August 15, 2015**. The input received will be reviewed and discussed at the Federation face-to-face board meeting in Portland, Oregon in September, 2015, where decisions will be made on the future IAP2 Business Model.

ENGAGEMENT 'ASK'

The Board is seeking input and advice on the appropriate roles and responsibilities for the Federation and the Affiliates. The complete table of items is found on pages seven and eight, but below is a summary of the key items the Board is requesting member input and comment on:

- Trainer Recruitment, licensing, ongoing development
- Training Products
- Memberships
- Copyright
- International Relations and Partnerships
- New and Emerging Affiliates
- Core Value Awards
- Standards, Certification
- Spectrum Review
- Research

Each Affiliate is asked gather input from their members about the future roles of the Federation and Affiliates. The funding model will be derived from decisions regarding the roles and responsibilities.

HISTORY / BACKGROUND

IAP2 was founded in 1990 as the International Association of Public Participation Practitioners (IAP3) to respond to the rising global interest in public participation. The initial mission was to promote the values and best practices associated with involving the public in government and industry decisions which affect their lives. The founding members assembled a Board of Directors, developed by-laws and policies, and organized the first annual conference in Portland, Oregon, in 1992. Practitioners, both professional and volunteer, were identified as the primary constituents for membership; a newsletter and an annual conference were selected as initial IAP2 activities.

IAP3 quickly grew and developed as an organization, adding a semi-annual journal, web site, and local chapters. In 1996, IAP3 changed its name to IAP2, removing the word 'practitioners' to reflect the growing diversity of membership, and include all people involved in public participation, not just formal practitioners. The organization grew from 300 members in 1992 to over 1,050 in 2007, with members from 26 countries. International conferences were held every year from 1992 to 2009, initially alternating between U.S. and Canadian locales, and later adding locations beyond North America.

Australasia conducted a pilot structure as an 'affiliate' in 2007. There was significant success in both attracting members as well as expanding the training program delivery. The affiliate model demonstrated strong evidence that providing these services through a local organization was much more audience / customer-focused and successful than through an international body. An additional learning was that an affiliate model would enable response and support of advances to democracy both internationally and in every country.

In 2008, a Governance Review Panel was formed and tasked with developing solutions for:
> *"How to adapt the IAP2 governance structure and practices in a way that would support IAP2's continued evolution into an organization that is more international, resilient, transparent, accountable, and participatory, while maintaining its financial viability and serving its members well."*

A membership survey conducted in 2009 indicated that members wanted more local activities and more local organizing. The existing Board governance structure was not equipped to deliver services at local, regional, national and international levels, and would be impractical from financial, logistical, and language/cultural perspectives.

In addition to the member needs, IAP2 experienced some significant financial and sustainability challenges. The main sources of revenue were membership fees and training license fees. The International Board was trying to deliver member-facing services, grow the membership, and establish an international presence in the field.

Significant review of options, member engagement, academic input, and financial analysis was undertaken as part of this Governance Review. The IAP2 Board made a decision in March 2010 to move to a Federation model.

RECENT EVENTS:

The choice of the Federation model was a definite 'break' with the past – a radical response to the future needs of the organization – a change in mission as well as membership, service, and resourcing. The shift would see the Association *"serving groups and overseeing professional standards in contrast to serving members and providing direct services to those individual members."*

The Federation model was meant to assist in building local networks with responsibility close to home (through Affiliates) rather than a remote and centralized base. It was thought that there would be more incentive for local membership recruitment with membership fees being retained within the Affiliate, and trainer licensing fees becoming the main revenue source to support international operations.

The "Innovation Project" was initiated in 2011 to update and refresh the Certificate in Public Participation training product to better serve the changing complexities and challenges of public participation, not the least of which was the need for encompassing the digital world. While projecting an early 2012 completion date, this project extended well into 2014, a delay that created negative impacts on license fee revenues (people wanting to wait until the 'new' product was available), as well as on membership fees (since a portion of memberships were direct referrals from training sessions).

In January 2014, IAP2 Australasia undertook the development of additional, advanced training products in direct response to their members' professional development needs. This new product development by an affiliate was a huge part of the impetus to refine the roles and responsibilities of the IAP2 Federation model. The dilemma is how to advance the practice of public participation at a local level, in response to the unique requirements of different cultures, languages, and countries, while maintaining the international focus of the organization, and staying true to the IAP2 'brand'.

The IAP2 Federation Board determined that new training products developed under the IAP2 brand would be made available to all members, and each Affiliate would advertise all of the available IAP2 training products. A separate project will be undertaken to develop an integrated training 'path', clearly articulating the objectives, outline, and target audience for each training course / module. This separate project will likely include a process to extend the training and licensing to all IAP2 courses or modules.

IAP2 Affiliates are growing with varying success around the world. While this is reflective of the culture, government, structure, volunteer capacity and membership, there is also the reality of dwindling financial and volunteer capacity, as well as language and cultural differences.

The current funding model, in simplest terms, is training license fees are paid to Federation and membership fees are paid to Affiliates. The new model is suggesting that the Affiliate receive all revenues for services to members and/or trainers. The Federation would be funded by some formula/ percentage of Affiliate revenues (or gross profit or net profit).

The IAP2 Federation Board recently approved the translation of the Foundations in Public Participation course into three languages: French, Italian, and Bahasa (Indonesia). This translation will be followed by a targeted train-the-trainer program to train candidates from each of France/French Canada, Italy, and Indonesia to become licensed IAP2 Foundations program trainers.

IAP2 TRAINING PRODUCTS / TRAINERS:

In 1999, IAP2 launched its flagship "Certificate Training Course in Public Participation" providing comprehensive training in the tools and skills needed for effective participation. Ongoing modifications were made to the course format and content, with a significant update completed in 2006.

In 2009, the "Emotion, Outrage in Public Participation" course was added and launched as a new training product, (EOP2), conducting two pilots and hosting its first public course as pre-conference training in San Diego. This course attracted students from the USA, Canada, Australia and Singapore – making it a truly international opportunity.

In 2011, an Innovation Summit was held to determine any changes required to the Certificate Training Program. The Certificate was created in a different time and context, and needed updating to include the use of online tools in public participation, the place of online media in communication and its use by stakeholders for civic engagement. The update of the Certificate Program was completed and launched in July 2014, renamed as the "Foundations in Public Participation".

The Australasia affiliate, in response to membership needs and the lengthy delays in the Innovation project, developed and launched several new training products in 2014. A Panel was convened in late 2014 to review the content of the Australasian training products and the Foundations in Public Participation programs. The Australasia program focuses on purposes of engagement beyond decision making, while the Foundations program focuses heavily on the foundations of 1) values based, 2) decision oriented, and 3) goal driven. The Review Panel determined that the training programs are unique but complementary, and both of value to advancing the practice. While no recommendations were made, the Review Panel suggested several topic areas and questions for consideration in the path forward, including whether a logical learning path could be created through offering all of the training products. The Federation Board determined that any product under the IAP2 branding needs to be made available and offered as a training option through any IAP2 Affiliate. An Implementation Strategy for this decision is currently being developed.

Beginning in 2005, trainers for the Certificate in P2 course participated in an *Academy* Train the Trainer Process, led by individuals from the original group of master trainers who were instrumental in developing the Certificate program. Following the 'academy', prospective trainers were observed and assessed in action delivering the training before being licensed as trainers for the program. This process was discontinued in 2010, and a new Train-The-Trainer (T3) process was developed. The new T3 process involved a 'Faculty' of selected evaluators who provided some on-going coaching and mentoring of new trainer candidates, then presided over an 'assessment' session, observing the trainer candidate in action delivering the training. There was no longer any 'training' provided for potential candidates. The T3 process has not (as of 2015) delivered on the estimated goals of numbers of trainers, nor did it encompass an on-going evaluation of current licensed trainers.

	Australasia	Canada	South Africa	UK	USA	France			Other	Total
			Number of Training Days, By Jurisdiction Annual							
2008	2121	856	319	616	1584	0			0	5496
2009	3017	1011	266	66	421	0			65	4846
2010	3518	1537	88	97	1266	0			123	6629
2011	3811	2437	136	152	1015	0			220	7771
2012	4044	2535	225	86	1045	0			321	8256
2013	3166	2228	186	68	656	0			405	6709
2014	2100	2702	145	71	971	129			401	6519
2015	78	761	0	0	388	0				1227

Note: In 2009, training in the US was impacted by the recession and subsequent cuts in training and travel budgets. In July 2014 IAP2 Australasia launched their own training course. Those figures are not included here.

PROJECT SCOPE:

The scope of this project is to develop an alternate business model, including both financial and operational considerations. The outcomes will provide clarity of roles and responsibilities for both the Federation Board and Affiliate Boards. The process involves engagement with the membership and other key stakeholders to develop the best approach to continue to advance the practice of public participation internationally.

Project OBJECTIVES:
The *objectives* of this project are to determine a suitable business model that:
1. Is financially sustainable for both the Federation Board and Affiliate Boards
2. Advances the practice globally taking into consideration cultural diversity
3. Supports Affiliates to grow their membership
4. Supports Affiliates to respond to professional development requirements of members
5. Allows the Federation Board to provide a quality assurance framework for brand recognition, integrity and retention

Project OUTCOMES:
The expected *outcomes* of this project are:
1. Affiliates will thrive with a strong, viable, growing Federation with international credibility
2. The Federation will thrive with strong, viable, growing Affiliates with local and national credibility
3. IAP2 will thrive at all levels with a "members first" focus

PROJECT ENGAGEMENT STRATEGY:

Key Stakeholders:
- Federation Board members
- Affiliate Boards and their members
- Licensed Trainers
- Headquarters Staff
- Affiliate staff and volunteers

Engagement 'ask'

The Board is seeking input and advice on the appropriate roles and responsibilities for the Federation and the Affiliates, as outlined in the table below. The funding model will be a result of the final decision on roles and responsibilities, but the recommendations are included here for input and comment.

KEY FUNCTION	Current Roles/ Responsibilities	Potential Federation Role	Potential Affiliate Role	Comments
Training: Trainers	• Federation responsible for trainer recruitment, licencing, Train the Trainer (T3), evaluation, etc. & receives all revenue from these • Affiliates do not have any role re: selection/ evaluation/ licensing, etc., of trainers	• Develops criteria for product assessment in meeting core IAP2 values	• Recruitment / training / assessment (T3) • Trainer coaching / mentoring • Ongoing Mgmt / Licensing • Ongoing Quality assurance monitoring	• Potential change for revenues from T3 process to go entirely to Affiliate, and percentage of Affiliate revenue transferred to Federation
Training: Products	• Foundations in P2 certificate program is copyrighted by the Federation. • EOP2, jointly developed/ copyrighted by Federation & Dr. Peter Sandman • Australasia Affiliate has developed additional courses	• Approvals related to meeting core values of IAP2 • Supporting 'international' aspects of products (e.g. language translation and trainers in additional languages)	• Development of new products	• Anything under IAP2 brand must be shared across Affiliates, with appropriate licensing agreements • Need T3 for new products to other Affiliate trainers (potential new revenue source)
Training: License Fees	• All license fees from IAP2 Foundations in P2 & EOP2 courses currently paid directly to the Federation	• Application for Affiliate licensed trainers to be recognised Internationally through the Federation	• Change so that Affiliates collect license fees from Trainers	• Percentage of Affiliate revenue from training would then be transferred to Federation
Memberships	• All members are members of Affiliates; all membership fees go directly to the Affiliates	• Linking members internationally • Report annually on membership across all Affiliates	• Memberships remain entirely within Affiliate – registering, connecting, collecting fees, etc. • Annual reports to Federation	• Percentage of Affiliate revenue transferred to Federation. Member access / links to all members internationally – maybe international 'chat' or web space connections
International Relations / Partnerships	• Federation has led	• Seek out, connect, and collaborate with other like-minded organizations	• Forward to Federation any international relationships that members may have	• Supported by a World Summit every 3 or 5 years to showcase advancement of the practice internationally.
New / emerging Affiliates	• Federation provides connections with existing Affiliates who provide mentoring support	• Connect, mentor, support • Create connections with closest / logical existing Affiliates for support and mentoring	• Geographic connection to support new / emerging Affiliates	• Determine long-term strategy for geographic 'zones' (e.g. continents?) for most efficient / effective Affiliate / partner • Review Affiliate Agreements
Communities of Practice (CoP), in such areas as municipalities, government, energy sector)	• IAP2 Canada has established a Municipalities CoP that has broadened to include USA and potentially other Affiliates; Efforts are underway establish CoP's in other sectors	• Potential administration at Global level to connect communities across Affiliates	• Development at Affiliate level (pilot in Canada)	• Initiate at Affiliate level, but potential interest to link globally • Connects with Membership above, how to link members around the world

KEY FUNCTION	Current Roles/ Responsibilities	Potential Federation Role	Potential Affiliate Role	Comments
IAP2 Copyright	• Federation holds IAP2 copyright on products/tools	• Overarching IAP2 brand Protection - "Keeper of the Gold" • Reviews/approves all requests to use IAP2-copyrighted products/ tools • Reviews all Affiliate developed products for use of Core Values, Spectrum, Code of Ethics.	• Participates in requests to use IAP2 copyrighted products and tools (through appropriate agreements)	• Need 'style guide' for branding of new IAP2 products • Need licensing / copyright agreements for Affiliate-developed products
IAP2 Standards	• Federation has supported Task Force developing standards, led by Australasia Affiliate	• Oversight and coordination	• Development led by Australasia	• Need to operationalize - by each Affiliate, or by Federation? • Audit / Assessment (potential revenue) • Same worldwide, or differences for Affiliates (culture, language, etc.)??
IAP2 Certification / Accreditation	• Federation has supported Task Force developing Certification/ Accreditation, led by USA, with support from Canada and Southern Africa Affiliates	• Oversight and coordination	• Development led by USA	• Need to operationalize – by each Affiliate, or by Federation? • Audit / Assessment – QA; re-cert? • Same worldwide, or differences for Affiliates (culture, language, etc.)??
IAP2 Spectrum Review	• Federation owns copyright on the Spectrum • Current review of Spectrum being led by IAP2 Canada	• Oversight and coordination	• Review of Spectrum being led by Canada	• May result in change / new tools for Foundations program and other IAP2 products
Core Value Awards (CVA)	• Federation developed international CVAs • Other Affiliates have developed CVAs at Affiliate/ National Level which feed into some of the Federation award categories	• Oversight and leadership of International Awards	• Oversight and leadership of National Awards	• Communication / marketing strategy link to international partnerships
International Journal for Public Deliberation (JPD)	• JPD is a joint venture between IAP2 Federation and Deliberative Democracy Consortium	• Oversight and coordination	• Promotion with members	• Maybe showcase initiatives / new products from Affiliates??
Research & Best Practices	• Federation has led some research initiatives • IAP2 Canada initiated a Research initiative that USA has joined to make it a North America Research Initiative	• Central hub for research initiatives • Link to research globally	• Affiliates lead at national level • Provide research results to Federation for global sharing	• Need space (on iap2.org?) for presentation / compilation of best practices and/or research from others • Need process to gather research needs from members / Affiliates • Need process as part of partnerships to carry out global research initiatives

KEY FUNCTION	Current Roles/ Responsibilities	Potential Federation Role	Potential Affiliate Role	Comments
Communications	• Federation and Affiliates/ Chapters have websites, provide newsletters and other communications • Most direct communication from Federation is to Affiliate Boards, Trainers	• Provide ongoing information to Affiliates through Fed Board	• Affiliates voice; input from Federation, delivered by Affiliates	• Need mechanism to better 'connect' between Affiliates and Federation re: Communication initiatives
Member Benefits	• Most direct member benefits provided through Affiliates/ Chapters	• World Summit every 3-5 years	• Affiliate (or chapter) programs, e.g. mentorship, webinars, chapter / national conferences & seminars	• Will need financial considerations

BIBLIOGRAPHY (the following documents are available on IAP2.org, [Click Here](#))

- 2009 Q1 – Operations Report
- 2009 Q2 – Operations Report
- 2009 Q3 – Operations Report
- 2009 May – Member Engagement Plan
- 2009 Sept – Australasian Affiliate Final Report
- 2009 Apr – IAP2 Governance Review Panel Final Report
- 2009 Nov – IAP2 Governance Q&A
- 2010 March – Member Engagement Report Final
- 2010 March – Member Engagement Report Appendices
- 2010 March – Board Minutes – decision on Federation Model
- 2010 Dec – Training Director Report
- 2011 Jan – Legacy Project Report Final
- 2011 Jan – Federation Board Briefing #1
- 2011 Feb – First Meeting of new Federation Board
- 2011 April – Innovation Report Final
- 2013 April – T3 Review Panel Report
- 2014 Dec – Training Product Review Panel Report
- Annual Reports – 2002-2014