



International Association
for Public Participation

**IAP2 Federation
STRATEGIC PLAN**

2012 - 2015

1. Vision:

IAP2 is the preeminent international organization advancing the practice of public participation.

2. Mission:

To advance and extend the practice of public participation

3. Federation Values

- 3.1 Integrity
- 3.2 Partnership / collaboration
- 3.3 Professionalism / Excellence
- 3.4 Stewardship
- 3.5 Sustainability
- 3.6 Innovation
- 3.7 Outward focus
- 3.8 Courageous

In summary the values of the Federation will mean:

Through integrity the Federation Board strives to make decisions that are in the interests of IAP2 Affiliates worldwide.

Through partnership the Federation supports initiatives between and in collaboration with its international peers.

With a commitment to professionalism the Federation strives to embody and promote excellence of its Affiliate members.

As stewards of the reputation, brand and financial assets of the Federation, the Board endeavours to make decisions that are in the interests of sustaining the Federation over time.

To ensure the practice continues to advance, the Board will focus on investments that improve, innovate and modernise the Federation.

The focus of the Federation will be outward, confidently going beyond its established boundaries, both physical and intellectual, and acting with boldness and heart.

4. Our Purpose and Context

Consistent with IAP2's objectives and purpose stated in our bylaws:

We work with

We are a Federation of Affiliates with members who share a common foundation of practices, ethics and values. We also work with our peers in the international community who share our goals and objectives, including endorsing and supporting any major international initiatives (eg the Open Government Partnership, Brisbane Declaration)

We take up our mission in a world where:

- democracy is the predominant form of government in the world today
- 46% percent of the world's population live in freedom, 32% are partly free and 22% are not freeⁱ
- public and private (sector) decisions and their impacts extend across global and nation state boundaries eg climate change, financial, technology, alliances
- voter participation rates are 64.3% (USA), 65.77% (UK), 59.98% (France), 61.41% (Canada), 77.3% (South Africa), 93.22% (Australiaⁱⁱ), 79.46% (New Zealand)ⁱⁱⁱ
- participating in decision making may have a high price
- processes are improved and better decisions are taken when the public are involved
- empowerment builds capacity and strengthens resilience

IAP2 is active in

- Professional development
- Research and development
- Advocacy
- Providing guidance and advice on public participation in the international arena
- Recognizing excellence in the field

5. Our Goals

This section of the plan outlines the goals, the focus, strategies and measures for each goal.

Goal 1: Leadership

Focus: leadership, recognition of excellence, effective research, partnering with allies and peers in the field, media, publications

Strategies:

- Facilitating and leveraging an ongoing program of research around the world that will inform practice
- Work collaboratively internationally within and between Affiliates to develop position papers on key items of international significance
- Building a visible and recognizable international brand with each new Strategic Plan
- All Affiliates design and implement active program of events, appropriate to that Affiliate and relevant to their membership
- All Affiliates have an awards program that contributes to an international awards program
- Publication of a journal at regular intervals
- Facilitates the conduct of an annual census by Affiliates to generate international data
- Support viable international exchanges
- Developing and maintaining effective relationships with peers and allies in the field at the international level

Measures:

We will measure the:

- Federation has a program of international research representative of the international membership and practice focussed
- Board identifies key items of significant and in collaboration with Affiliates develops position papers
- Following brand renewal, each Affiliate undertakes market testing of brand, organisation, member benefits appropriate to that Affiliate and results provided to Federation
- Active program of events, appropriate to that Affiliate and relevant to their membership are implemented and reported annually to the Federation
- Affiliate awards program linked and feeding into international awards program
- Development of peer review process for articles and publications suitable for IAP2 brand
- Each Affiliate undertakes an annual State of the Practice review and report
- Each Affiliate participates in an annual census
- Continue to partner for journal publication
- Opportunities for Affiliate member involvement are provided at Affiliate and Federation level
- Each Federation working group to have at least one non-Board member and at least three Affiliates represented
- Develop Memorandum of Understanding or similar with relevant peer organisations

Goal 2: Professional Development

Focus: quality delivery of training for practitioners, continuous improvement, evidence-based, learning is a journey

Strategies:

- Deliver consistent high quality IAP2 branded professional development products and services
- Training pathways for practitioners are articulated
- Platforms for communities of practice across the Federation are articulated
- Commence journey to international Accreditation (chartership) for members
- Develop customised modules as an adjunct to the core training

Measures:

We will measure the

- Establish benchmarks for licensees of the IAP2 Professional Development training
- professional development opportunities are consistently offered by Affiliates and evaluations undertaken
- Pathways identified and promoted articulating into or out of IAP2 professional development products and services
- Members are linked to virtual and other communities of practice
- Explore initial steps toward accreditation process
- Demand for professional development services by members and associates within Affiliates is understood and met

Goal 3: Growth

Focus: Affiliates, members in Affiliates, partners, peers

Strategies

- Foster initiatives to expand and build IAP2 in new locations
- support existing Affiliates to grow membership
- support emerging Affiliates with basic governance infrastructure
- Encourage and enable Affiliate-to-Affiliate advice sharing of experience
- Proactively seek out partners and opportunities for growth
- Support Affiliates in consistent and frequent outreach of member benefits

Measures

We will measure the

- Increased number of Affiliates
- Increased number of members within each Affiliate
- Increased number of partners
- Increased number of peers
- Access and utility of funds and resources for emerging Affiliates
- Evidence of member satisfaction in Affiliates collected and reported to Federation annually
- Participation in quarterly meetings (eg Presidents Circle), board meetings and committees

Goal 4: Sustainability

Focus : stewardship, governance, business planning

Strategies

- Quality informed decision making by the Federation Board
- Optimise core business model income
- Annual audit and financial compliance
- Business planning to diversify income base
- Hire and contract appropriate staff and monitor performance
- Recruit and maintain effective licensees for IAP2 products and services

We will measure

- Survey board on decision-making practices and capacity to participate
- Sound financial management and ongoing financial viability
- Performance evaluation of licensees
- Increase income from non-licensee sources by 10% over the life of this strategic plan
- Positive performance evaluations from contractors and staff

ⁱ A free country is one where there is a broad scope for open political competition, a climate of respect for civil liberties, significant independent civic life, and independent media. Partly Free countries are characterised by some restrictions on political rights and civil liberties, often in a context of corruption, weak rule of law, ethnic strife, or civil war. A Not Free country is one where basic political rights are absent, and basic civil liberties are widely and systematically denied [www. Freedomhouse.org](http://www.freedomhouse.org)

ⁱⁱ Australia has compulsory voting, 5.6% votes were invalid ballots

ⁱⁱⁱ Source: IDEA, Institute of Democracy and Electoral Assistance