IAPA
Annual Report
2016
IAPA annual report 2016

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IAPA International Au Pair Association

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1. MESSAGE FROM THE CHAIR

Dear Members

The year 2016 has been marked by many transformations within our association. As you all know, during our last AGM in Atlanta 2016, IAPA members voted and made the decision for IAPA to become independent from WYSE Travel Confederation and to set up its own structure based out of Munich. This implied a lot of changes and challenges. Even though we are aware that many adjustments still need to be made, we are very pleased with what we have achieved so far:

- First with Patricia Brunner as our Managing Director, we now have someone who is totally devoted to our members. With a lot of experience not only within the Au pair industry but as a former board member and Chair she also has insight in association matters. She can represent our association well, members can easily approach her and she clearly understands their needs and worries.
- We have managed to keep ties with WYSE Travel Confederation and maintained the joint organization of WETM-IAC alongside the work and volunteer industry.
- Last December the board flew to Colombia and Brazil to hold two workshops there. Communicating with agencies was very beneficial to both sides and we realized how important it is to share views, best practise and expertise.
- We have also continued to lobby on behalf of au pair programmes worldwide and are happy to see agencies from new countries joining the IAPA family.

In a world where political situations are challenging the youth travel industry, we feel the need to stay united more than ever. This is why I am convinced that National Associations and the cooperation within IAPA are imperative if we want to keep on lobbying for au pair placements to remain one of the best cultural exchange programmes for the young generation.

Despite all the investment that establishing an independent office involved over the last year, the board is also glad to say that IAPA’s financial situation is very stable. In order to retain this robust situation our main focus for next year will be to grow our membership as well as improve benefits for existing members. To grow the members’ identification with IAPA’s objectives and supporting their participation will strengthen our community. Therefore, we are planning to organize further workshops to meet our existing and prospective members, promote quality standards and seek exchange of ideas and knowledge.

Now that the general organisation and structure of the association is settled we will also focus more on our internet presence, social media, reaching out to members but also informing au pairs, host families, governments about IAPA, our members and why it is so important to use agencies with high quality standards.

Staying connected with our members is our priority and we invite you to give us your input and tell us your ideas so we can make IAPA stronger!
2. ABOUT IAPA

The International Au Pair Association (IAPA) was founded in 1994 and is the leading global trade association for organisations active in all aspects of au pair and cultural exchange programmes. IAPA is a non-profit membership organisation representing over 170 companies and organisations in 45 countries.

Our main aim is to protect the rights of all au pairs and host families and at the same time establish internationally approved guidelines for au pair programmes. By introducing professional codes of conducts and by supporting cooperation between members we strive to ensure high quality standards and safety within the programme to ensure that young people and their host families can have an enriching cultural exchange experience.

3. ONGOING ASSOCIATION GOALS

Policy Work
Promoting the au pair programme throughout the world as a method for developing relations and mutual understanding between different cultures and to strengthen cultural ties between nations. IAPA serves to give a voice to our members and, where necessary, lobby politicians and governments to support the au pair programme as cultural exchange programme.

Representation
Representing its members at large worldwide events for youth travel and cultural exchange such as WYSTC.

Support Business Relations and Networking
IAPA provides the best opportunities to meet new and existing partners. IAPA promotes and exposes its members to industry players, potential customers, the press, government organisations through attendance of its most important event WETM-IAC which is organised in cooperation with WYSE Travel Confederation.

Standards and Guidelines
IAPA establishes guidelines for the conduct of business between members and for the treatment of au pairs and host families.

Support, Information, Workshops
IAPA offers its members support by informing them on latest news and developments in au pair programmes worldwide. By offering workshops, educational seminars we strive to not only help our members but also continually work on improving standards and quality of services together with our members.

Lobby Work
To promote au pair programmes throughout the world as a method for developing relations and mutual understanding between different cultures and to strengthen cultural ties between nations.
4. IAPA EXECUTIVE BOARD

The IAPA Executive Board consists of the following four people elected by the membership

Delphine Vaills, Europair Services (France)  
Chair  2016 - 2019

Goran Rannefors, Cultural Care (USA)  
Treasurer 2015 - 2018

Linda James, Au Pair in America (USA)  
Board Member 2015 - 2018

Ellen Heesen-Hiemstra, House-o-Orange (NL)  
Board Member 2016 - 2019

EXECUTIVE BOARD ELECTIONS

At the Annual General Meeting at WETM-IAC Atlanta 2016, the three year board member terms of Patricia Brunner, Chair and Delphine Vaills, Board Member came to an end.

Patricia Brunner decided that - after having been on the IAPA board for two consecutive terms - not to stand for re-election. However, she offered to serve IAPA in a different position as full-time Managing Director if the Membership voted for the board’s suggestion of managing the association independently from WYSE Travel Confederation.

Delphine Vaills from Europair Services was elected to follow in Patricia’s footsteps as Chair of IAPA.

Ellen Heesen-Hiemstra from House-o-Orange volunteered to stand for the Board position vacated by Delphine Vaills. She was elected in absence.
EXECUTIVE BOARD MEETINGS

The IAPA Executive Board strives to meet once a month (via conference call) to discuss association activities and to monitor developments in the industry.

As 2016 was a special year where a lot of changes happened before and after the decision to separate from WYSE Travel Confederation there was an increased necessity for the IAPA Board to meet face-to-face, besides the regular personal meetings during WETM-IAC.

At the same time the board used the time spent together in South America to not only hold workshops for Brazilian and Colombian agencies but also to hold board meetings.

In person board meetings took place on the following dates:

- Mon, 25 - Tue, 26 January in Amsterdam NL
- Sat, 19 and Mon 21 March During WETM-IAC16 in Atlanta USA
- Tue, 13 –Wed 14 June in IAPA Office, Munich, GER
- Wed, 30 November Sao Paolo BRA and Fr 02 December 2016, Bogotá, COL

5. ASSOCIATION MANAGEMENT

Until April 2016 Association Management was handled in Amsterdam through WYSE Travel Confederation in particular through our Association Manager Linda Bosschers. According to the decision of the membership at last year´s AGM in Atlanta IAPA is no longer managed by WYSE Travel Confederation in Amsterdam but has opened its own office in Munich since May 2016.

Patricia Brunner, former Chair of IAPA, has taken over the position as Managing Director having given up her own agency to fully concentrate on working for IAPA.

The handover from former Association Manager Linda Bosschers to Patricia took place in Amsterdam in April. All data, access to bank accounts, webpage etc. were handed over in full.

From then on Patricia started to set up the office in Munich with everything that is involved from financial management to registrations, changes and complications in website maintenance etc.

In June the Board decided to buy the CRM system Salesforce to handle the administration of the association. Shortly after this decision the system was tailored and implemented so it would fit our association´s requirements.

The role as managing director includes not only administrative tasks but as industry expert Patricia also represents the association in different ways e.g. meetings, international conferences like WYSTC, governmental officials.
Patricia can take decisions to run the organisation on a daily basis. The strategy and major decision exceeding the level of her authority are taken together with the Executive Board.

A great part of her work in the last year was also dedicated to the organization of WETM-IAC 17 in Munich together with the events team of WYSE Travel Confederation.

Patricia manages the financials of the association with the help of an accountant and is overseen by Treasurer Goran Rannefors and the Board.

6. IAPA AND WYSE TRAVEL CONFEDERATION

Following the restructure in WYSE the IAPA Board was not in agreement with disbanding IAPA. The revised WYSE structure didn’t seem compatible with the ideas and vision of the Association and its members. Therefore, the Board asked the Membership at the last AGM to vote and offered two scenarios of which the Board Members themselves gave preference to a standalone solution of IAPA under the management of former Chair Patricia Brunner as Managing Director with an office in Munich. The Members clearly voted for this solution with 45 to 8.

However, IAPA and WYSE saw the advantages in cooperating regarding certain areas and also using synergies and common ideas about cultural exchange in the years to come. Therefore, an agreement was signed to define the relationship of the two associations. In short these are the main points of cooperation.

1. WYSE FOUNDING MEMBER

IAPA as an association continues to be founding member of WYSE and pays WYSE an annual membership fee of 10,000 euro. However, IAPA agencies themselves are not automatically WYSE members anymore unless they apply for their own WYSE Travel Confederation Membership.

2. WETM-IAC

WYSE Travel Confederation and IAPA continue to offer this event to their membership together. The events team in Amsterdam is responsible for the delivery of the event. IAPA will be involved in decisions regarding venues, programme etc. With the next WETM-IAC to be held in Munich IAPA sees the importance of its role in the partnership especially since it is possible for our Managing Director to do some ground work to support the events team wherever she can.

3. WYSE TRAVEL CONFEDERATION CULTURAL EXCHANGE PANEL

IAPA is still founding member of WYSE Travel Confederation. Delphine Vaills, Chair of IAPA has taken the seat reserved for IAPA on the Cultural Exchange Panel.

Since April, when Delphine Vaills joined the panel, there have been six calls and a personal meeting during WYSTC in Belgrade where Delphine was substituted by Patricia Brunner.

The Panel was first led by Linda Bosschers as industry specialist. From May onwards - after Linda left WYSE Travel Confederation - Jennifer Woodbridge took over leadership of the panel. Apart from the IAPA representative the panel consists of four persons from the former Work and Travel /Volunteer board. All of them experienced experts in their field. Find out more about the panel and its work here [http://www.wyseworkandvolunteer.org/](http://www.wyseworkandvolunteer.org/)
7. WETM-IAC

Our annual event Work Experience Travel Market – IAPA Annual Conference (WETM-IAC) is organised together with the Work and Volunteer branch of WYSE Travel Confederation. After the separation from WYSE Travel Confederation the IAPA Board and WYSE signed an agreement to further organise the event as a cooperation between the two organisations as both agreed that it would be beneficial to keep WETM-IAC as cooperation. The event provides IAPA with an opportunity to:

- Raise the profile of the Association
- Identify and attract potential new members
- Provide an opportunity for current members to showcase their programmes and services.
- Offer our members networking and cooperation opportunities

WETM-IAC is also the place for the IAPA Annual General Meeting (AGM), a time for our members to come together and discuss the future and activities of the association.

During the AGM our full members also have the opportunity to vote and further shape the association. IAPA organises educational seminars and workshops at WETM-IAC to provide attendees with relevant industry updates and information and the opportunity to showcase the association.

Our annual Au Pair of the Year Award is announced during WETM-IAC. Our successful contest receives more and more submissions each year.

IAPA Annual General Meeting AGM

The 2016 IAPA AGM was attended by 35 Full Voting members who together held an additional 18 proxy votes. The AGM was also attended by some of the new members to be ratified, as well as other WETM-IAC delegates.

At the AGM Ellen Heesen-Hiemstra was elected in absence as new IAPA Board member for the term 2016-2019, Delphine Vaills was elected as IAPA Chair for the term 2016 to 2019; 13 new members were ratified, and 6 members were disaffiliated.

The minutes of the IAPA 2016 AGM can be found on our website https://www.iapa.org/about/annual-general-meeting/annual-general-meeting2016/

IAPA AGM 2017

Sunday, 26 March 2017 | 15:40 – 17:20
RAMADA Hotel and Conference Center München Messe I Ballroom Konrad-Zuse Platz 14
81829 Munich I Germany

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EDUCATION
IAPA hosted the following sessions at WETM-IAC 2016:

**Au Pair Programmes around the World: Changes, Challenges and Chances**
During this panel session, moderated by Board Member Linda James, representatives from different countries told the audience about the status of the au pair programmes in their countries. The USA, Australia, New Zealand and Ireland were the countries the panel presented. The audience had the opportunity to ask their questions to the panelists.

**Information on Au Pair related J1 Cultural Exchange Regulations**
For the first time the US Department of State was reaching out to US sponsors and overseas partners in an own session during WETM-IAC. Stacey Gomelsky and Darra Klein of the US Department of State informed agencies on regulations in the US programme and what is important for the DOS.

TRADING
Following the successful WETM-IAC 2014 conference in London, UK; the Lisbon 2015 conference attracted fewer delegates. Last year even less delegates found their way to Atlanta as many agencies are located in Europe and were less inclined to invest the money and time to go to Atlanta. With Munich being an attractive destination in one of the most important countries for all youth exchange programmes we will see the highest number of attendees in years.
WETM-IAC

Au Pair of the Year

During the Dinner above the rooftops of Atlanta with a fantastic view over the city, German au pair Robert Isemer was presented with the International Au Pair Association (IAPA) Au Pair of the Year 2016 Award.

The award was presented by IAPA Chairperson Delphine Vaills and recognises the work of one individual taking part in an au pair experience, while enhancing awareness of the benefits of this demanding role across the globe.

Placed by agency American Professional Exchange PROaupair, Robert is a highly deserving young man who has shown just what a positive life-long impact an au pair can have on both the host family and their community.

Robert is a true ambassador for what au pairing should be. Undaunted by caring for ten-year-old Alex, a ‘funny and curious boy with a rare syndrome and autism’, Robert helped Alex to gain more independence and flourish. The Thurman's said,

“Robert was an extremely active participant in Alex’s schoolwork, researching and implementing new methodologies to help him integrate better in to general education and better comprehend and retain the curriculum, resulting in impressive grade improvements! Robert even volunteered at the school and attended educational conferences on his weekends to better support people with disabilities”.

“Robert’s compassion and humanity were inspiring - his going the extra mile to teach our son new life skills. Robert supported Alex whilst always preserving his pride and dignity.”

“When Robert left our family and community, he had even managed to impact our health and nutrition, guiding us to healthier eating habits, sharing typical national recipes with Alex's grandmother, studying for and receiving his CrossFit Instructor Level 1 Certification and making lifelong friends in our local community.”

Robert gave a touching tribute to his host family at the awards ceremony on Sunday evening. He concluded his rousing acceptance speech by saying,

“back in Germany, I reflected on my time in the US and decided my next step should be to help less fortunate people and give back to society. Now I work full time with refugees in Lütjenburg, helping families and children from Syria and trying my best to be a force for good in the world.”
8. Representation

**WYSTC 2016 Belgrade**

Managing Director Patricia Brunner visited **WYSTC in Belgrade** on behalf of IAPA. During numerous business appointments and networking sessions she presented IAPA and the au pair programme in general to cultural exchange organisations and potential members. Interest in our association was great and we hope to be able to welcome some more new members soon as a result of this event.

**ICEF Berlin**

For the first time ever IAPA was represented at the world’s largest educational international event at ICEF in Berlin. Managing Director Patricia was given the opportunity to hold a presentation speaking about the “challenges that au pair agencies are facing and possible solutions” and how an organisation like IAPA can support agencies.

Patricia was able to meet some member agencies as well as non-members that showed interest in becoming a member.

9. Workshops Brazil/Colombia

One of the goals the IAPA board has set itself is to be more in touch with its members not only during WETM-IAC but also by visiting them in their home countries. We want to understand better the conditions under which agencies work in their respective countries and seek to identify issues or to give support where necessary and possible.

Of course it is also a great way to spread the word about the programme in general, about IAPA and its goals and work. So we travelled to Brazil and Colombia end of November to hold a workshop in each of these countries.

Both workshops were very big successes and well attended by IAPA members and non-members: In Brazil we were able to welcome about 22 attendees from 11 agencies and in Colombia over 30 participants from 16 agencies.

The workshops were split into two parts: part one was presented by the IAPA board but in interaction with the participants and during the second half the attendees worked in groups on given topics and presented them afterwards. In both workshops everyone worked very hard and lively discussions were started among the agencies and also with the board members. We were able to learn a lot from each other.
Quality standards were a central topic and the question what we can all do to improve the programme for the benefit of everyone involved. The agencies hope for support from IAPA to be able to find good partners to send their au pairs to. But also the IAPA board was able to explain to the attendees what overseas agencies expect from their sending partner agencies in order to achieve smooth but most of all successful placements so that au pairs and families have a good experience, Host family versus au pairs’ expectations was another important topic.

After the Bogotá workshop Managing Director Patricia flew on to Cali (COL) where she was able to present the Au pair programme and IAPA in two interviews for a local TV station; she met with the German Consul in Cali, Gerhard Thyben, and held another presentation for business people, interested au pairs, agencies as well as representatives of several majors and education boards of the area.

10. IAPA and National Associations

This fall IAPA was invited by two national associations to attend their AGMs.

Au Pair Society e.V. In Germany held their AGM in Bad Tölz near Munich and our Managing Director Patricia Brunner was invited not only to attend the meeting but also to speak to the members about IAPA and invite them to attend WETM-IAC in Munich in 2017. The German association handed out their annual Au Pair of the year awards to two outstanding au pairs: A German young woman who had spent her au pair time in Scotland and a young Ukrainian man who had a wonderful time with his host family in Germany and was about to return home.

For the first time BAPAA the British Au Pair Association invited representatives from IAPA to attend their AGM in London at the end of November. Board member Linda James and Managing Director Patricia Brunner participated in the meeting. Both were very impressed by the good work the association is doing. British agencies are very concerned about the consequences BREXIT may have on the Au pair programme. But since there is no clarity yet on when and what BREXIT will look like in the end, and what effect it will have on VISA’s, it is hard to predict anything at this point. General agreement among the agencies was that they have to keep up the good work and that only high quality will make agencies stand out from the crowd and against online platforms.

ECAPS

The European Committee for Au Pair Standards did not have a meeting in 2016. The next meeting is planned during and right after WETM-IAC in Munich. However, the members of ECAPS (representatives of several National Associations in Europe) have been in touch regularly and supported Ireland by sending letters to Members of the Parliament when a bill for the au pair programme was discussed in the parliament. IAPA will continue to support the cooperation of National Associations in ECAPS.

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www.iapa.org
11. Marketing and Communications

Website

After moving away from WYSE Travel Confederation it took a while to restore all functions that were previously available. Most importantly we tried to re-establish the enquiry tool as it is seen as a huge benefit by many members. But we not only re-established it but changed it as well so that it can be found more easily on the page by potential au pairs and host families. It is now connected to our CRM so that we can also draw statistics and see how many enquiries have come in, where they come from and where they want to go. We notice that obviously a lot of young people come to our site to look for agencies and we also receive a lot of e-mails asking us if certain agencies are legitimate. They also come to us about scams they have encountered. There is still a lot of room for improvement but we’re on a good path now.

Leads

As explained above we obtain interesting statistics on who is using the enquiry tool and which countries are strong as destination countries - or where enquiries come from.

Here is some data that we have collected since end of August 2016 to 31 December 2016

630 Au Pair enquiries were sent to member agencies in this time period. It is interesting to see that we get most au pair leads from the US followed by France, Italy, Mexico, Spain, Canada and Germany.

Preferred countries of destination were the UK and the US followed by France, Germany, Australia, Spain and Italy as well as Netherlands and Canada.

We received 96 enquiries from host families. Top countries were: France, Canada, US, UK, Spain.

<table>
<thead>
<tr>
<th>Au Pair enquiries origin</th>
<th>Destinations Au Pairs</th>
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<tbody>
<tr>
<td>United States</td>
<td>United Kingdom</td>
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<tr>
<td>France</td>
<td>United States</td>
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<td>Italy</td>
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<td>Mexico</td>
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<td>Colombia</td>
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<td>United Kingdom</td>
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<td>Turkey</td>
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<td>Croatia</td>
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<td>Brazil</td>
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<table>
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<tr>
<th>Destination</th>
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<td>Croatia</td>
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<td>Brazil</td>
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Flyer
It has been a while since IAPA produced brochures to hand out but with the Managing Director and the Board representing IAPA more often on different occasions we felt it made sense to have some printed brochures again. We now have two different flyers: one to present IAPA to potential members and other stakeholders and one to inform au pairs that there is a safe way to become an au pair through placements with one of our members.

Newsletter
3 newsletters were sent out this year several more information pieces went out to all members pre WETM-IAC to inform everyone about the planned changes and another to announce the registration of WETM-IAC in November plus to open the Au pair of the Year Award in December of 2016.
Social Media

IAPA has a presence on the following social media channels - Facebook, LinkedIn and Twitter. All member organizations are invited to connect with IAPA via LinkedIn, Facebook and Twitter. In 2017 we will be using these channels more than this year to grow the community.

These platforms can be used to share updates and information.

<table>
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<th>Year</th>
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<th>LinkedIn Followers</th>
<th>Change</th>
<th>Twitter Followers</th>
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<td>+7%</td>
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https://www.facebook.com/IAPAwyse/ Like us on facebook !!!!!!!!

https://twitter.com/I_A_P_A Follow us on Twitter!!!!!

300 members stable since 2014

IAPA AUPAIRSONLY APP

In spring the IAPA AUPAIRSONLYAPP which we developed with Else Globe was launched. The unique and secure IAPA AuPairsOnly app is available in the Appstore and Google playstore. The app is available to IAPA members only, who can then provide their au pairs with access to it.

IAPA members can give passwords to an unlimited number of au pairs.

The APP is being renewed in 2017 to offer better features and easier handling. After that we will reach out to members again to promote it and to offer more information as we have gained more insights over the last months that will be included in the changes.
12. Membership

At the end of the year 2016 IAPA had 168 members.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Full</th>
<th>Full Non-Voting</th>
<th>Affiliate</th>
<th>Associate</th>
<th>National Associations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>168</td>
<td>129</td>
<td>10</td>
<td>13</td>
<td>3</td>
<td>13</td>
</tr>
</tbody>
</table>

New Members

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Full</th>
<th>Full Non-Voting</th>
<th>Affiliate</th>
<th>Associate</th>
<th>National Associations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>19</td>
<td>8</td>
<td>-</td>
<td>10</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>2014</td>
<td>16</td>
<td>7</td>
<td>-</td>
<td>9</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2015</td>
<td>14</td>
<td>5</td>
<td>1</td>
<td>7</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>2016</td>
<td>12</td>
<td>4</td>
<td>1</td>
<td>6</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>

Since Atlanta an additional 5 members joined the association until 31 December 2016. In 2016 we were able to welcome 12 new members.

FROM A – Z

<table>
<thead>
<tr>
<th>Agency</th>
<th>Country</th>
<th>Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abroad Connection</td>
<td>Germany</td>
<td>Full Voting</td>
</tr>
<tr>
<td>Abroad Counseling</td>
<td>Nepal</td>
<td>Affiliate</td>
</tr>
<tr>
<td>Education (ACE) Network</td>
<td>Colombia</td>
<td>Affiliate</td>
</tr>
<tr>
<td>Au Pair Experience and</td>
<td>Colombia</td>
<td>Full Voting</td>
</tr>
<tr>
<td>Travel S.A.S.</td>
<td>China</td>
<td>Affiliate</td>
</tr>
<tr>
<td>Cultural Travel Colombia</td>
<td>El Salvador</td>
<td>Full Non Voting</td>
</tr>
<tr>
<td>Henan Au Pair Culture Communication Co</td>
<td>Germany</td>
<td>Associate</td>
</tr>
<tr>
<td>Intercultura de El Salvador</td>
<td>Mexico</td>
<td>Affiliate</td>
</tr>
<tr>
<td>Lingoda</td>
<td>Philippines</td>
<td>Affiliate</td>
</tr>
<tr>
<td>Mexicaupair</td>
<td>Spain</td>
<td>Full Voting</td>
</tr>
<tr>
<td>School Solutions and</td>
<td>NL</td>
<td>Full Voting</td>
</tr>
<tr>
<td>Youth Exchange</td>
<td>Italy</td>
<td>Affiliate</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Servihogar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Smiling Faces</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Lingue</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12 more agencies who have joined in the first 3 months of 2017 will be ratified at the AGM 2017 in Munich

Resignations and Disaffiliations

7 members have resigned with effect from 01.01.2017 for various reasons. Some closed down or sold their businesses. Others gave up the au pair branch and offer other programmes.

At the AGM in Munich we will have to disaffiliate 7 agencies for non-payment of membership fees.
13. FINANCE

**Audited Accounts 2015**

**Audited Accounts 2016**
The 2016 accounts have just been finished and will be presented at the 2017 AGM in Munich and uploaded on the Website as well.

As already stated during the last AGM the Board expected additional costs with setting up an own office and all the changes. Therefore this year there was no profit. The treasurer had expected a loss of 6000, -€. We are pleased to say that this loss did not occur and it is only a very small loss of less than 500, -€. The Association is in financially good shape with enough reserves.

**Budget 2016/2017**
In Atlanta it was difficult to make a proper budget for 2016 not knowing whether members would vote for Option 1 or 2. During the IAPA AGM a budget for 2017 will be presented based on the experiences and cost development the Managing Director and the Board were able to identify and agree on over the last year.

**Membership fees 2017**
Membership fees were not raised during the IAPA AGM in Atlanta and stayed at the same level.

14. OUTLOOK 2017

**Workshops**
After the positive experience the board and participants had with the workshops in South America, the Board plan to hold workshops in another country in 2017. There is no final decision yet as where the next workshop in fall will be held. This decision will be taken in spring.

**Webinars**
Already for 2016 IAPA had planned to offer a couple of Webinars. Due to all the work with setting up the new structure we were not able to fulfil this. However, we already have some ideas for webinars and hope to be able to offer one or two this year.

If you have topics that you would like us to consider, or if you are yourself able to hold a webinar on a topic that may interest other members as well, please contact Patricia Brunner (patricia.brunner@iapa.org)

**Internet presence and Social Media**
We are very aware that we need to put more focus on our Internet presence and Social Media. Our Managing Director will work out a proper strategy for this communication area. You can also support us by following us on the various tools and liking and commenting our posts.
Membership Campaign

The board would like to enrol 200 members within the next two years. Members can support us by recommending our association to agencies that you feel should belong to our community and who meet our standards and requirements.

Survey

Gaining new members is one goal but retaining existing members is even more important than gaining new ones. That’s why we will distribute a survey concerning membership retention. We would like to hear from you about your expectations and what we can do so members can identify themselves more with IAPA. We already ask you now to please participate in the survey as only then we can see what we need to do to keep members happy and to provide the added value you expect.

Lobbying

Lobbying is and stays an important pillar of IAPA’s work. We will keep on supporting the agencies in working towards a safe and well organised programme that offers great cultural exchange experiences to au pairs and host families alike. In particular, we will try to reach out to the Irish government again and hope to find some agreement on the status of au pairs within their existing law.

We welcome all feedback, suggestions and advice from our members with regards to the association’s activities and initiatives throughout the year.