



**International Accounting
Education
Standards Board™**

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Committee: International Accounting Education Standards Board
Meeting Location: IFAC Headquarters, New York, USA
Meeting Date: November 2-4th, 2016
SUBJECT: **IAESB Strategic Engagement & Communications – Cover Paper (11/16)**

INTRODUCTION

1. The aim of this Cover Paper is to provide the IAESB with an update into the recent activities of the Strategic Engagement & Communications task force (task force) including incorporation of feedback from the IAESB Steering Committee and CAG meeting into the Strategic Engagement & Communications Proposed Project Description.
2. This agenda item comprises the following materials:

Agenda Item 4-1	IAESB Strategic Engagement & Communications – Cover Paper (11/16)
Agenda Item 4-2	IAESB Strategic Engagement & Communications – Proposed Project Description (11/16)

BACKGROUND

3. The task force was created at the April 2016 IAESB Meeting (Johannesburg, South Africa) and was tasked with developing an approach for the IAESB to improve its strategic outreach and communications in order to improve engagement.
4. Members of the task force comprise:

Rachel Banfield	Sidharta Utama
David McPeak (IFAC Staff)	Robert Zwane
Greg Owens (Chair)	IFAC Communications**

** Wayne Travers subsequently left IFAC and his position as a consultant to the Task force will be filled in due course by Megan Hartman.

Task Force Activities – Development of the Proposed Project Description

5. The task force held a meeting via conference call on June 1st and ran through an agenda which included high level discussions of:
 - a. The purpose of the task force.
 - b. Initial personal perspectives on the problem.
 - c. Limited consideration of a range of solutions.
 - d. Planned steps to gather further evidence.
6. A subsequent task force call was held on June 30, 2016 which discussed an ‘initial considerations’ paper.
7. The task force presented a high level Issues Paper to the IAESB Steering Committee in July 2016 (London, UK) and went through the following issues:
 - a. What is the purpose of the task force?
 - b. An initial review of engagement with stakeholders using:
 - i. formal data points (consultations)
 - ii. informal data points (online hits to the website, use of online resources)
 - iii. experience gained from other IFAC boards

- c. What are the initial potential options? This comprised a list of suggested planning and application activities that the IAESB could pursue in order to improve its strategic engagement (and was a result of input from marketing experts, including those at IFAC, as well as ideas generated from within the task force).
 - d. What is the impact on our strategy and work plan?
 - e. What are our next steps?
8. Input provided at the Steering Committee was discussed within the task force and subsequently included in the Proposed Project Description. Detailed comments from the Steering Committee, including how they were dealt with, have been included in paragraphs 13-14 of this paper.
 9. In the period since the July Steering Committee and prior to the September CAG meeting the task force continued to work on:
 - a. The propose project description
 - b. Further acquisition and analysis of data, and
 - c. Development and release of an online survey to stakeholders.
 10. The task force presented a draft proposed project description to the CAG at their September meeting. The CAG provided support for the project as well as useful input which was subsequently discussed by the task force and included in the Proposed Project Description paper. Detailed comments from the CAG can be found in paragraphs 15-16 of this paper.
 11. The task force met on October 21st to discuss the feedback and next steps for the task force following the CAG meeting.
 12. IAESB Members are asked to consider each of the following questions as they read through the Proposed Project Description paper.

IAESB DISCUSSION

Section A: The Case for IAESB Strategic Engagement

Action Requested:

1. **The July Steering Committee requested that the task force outline a case for strategic engagement:**
 - **Do you agree that a satisfactory case has been made?**
 - **Are there any other factors that the task force should include in the Proposed Project Description?**

Section B: An IAESB Approach to Strategic Engagement

Action Requested:

2. **As noted in the Proposed Project Description the task force has developed, in consultation with others, an 'IAESB' approach to strategic engagement.**
 - **Do you support the approach?**
 - **Do you have any modifications to the approach?**

Section C: Review of Current Engagement with Stakeholders

Action Requested:

3. Following the analysis and survey conducted by the task force - are there any additional areas of review or further inputs that the task force should consider prior to commencing the proposed project activities?

Section D: Outline Opportunities for Improved Strategic Engagement with Stakeholders

Action Requested:

4. The task force has outlined an approach to identifying and meeting the needs of stakeholders. Do you have any additional ideas or suggestions for how the IAESB can further improve strategic engagement?

Section E: Project Resourcing

Action Requested:

5. Based on the Proposed Project Description – how do you think this will change the role of IAESB Members and Technical Advisors?
6. From a resourcing perspective, what advice do you have for the task force as the proposed timeline of project activities is commenced?

Feedback from the IAESB Steering Committee Meeting (July 2016)

13. During the presentation of the Issues Paper at the July Steering Committee, the following matters were discussed and proposed by the IAESB (in each case we have indicated how these points have been incorporated into the Project Description, Appendices or ongoing activities of the task force).
14. Points raised by the IAESB Steering Committee and dealt with by the task force include:

Steering Committee Input to Issues Paper	Resolution by Task Force	Reference in Project Description
Project Scope		
Strategic Outreach task force sounds less clear than it could be.	Renamed to Strategic Engagement & Communications task force	Throughout.
The task force needs to articulate more clearly the reasons for having strategic outreach and the objective of the task force.	Now included in the project description in an amended scope section	See Section A See para 9
Why is the IAESB not widely known? Is this the purpose of the outreach?	Task force noted that this was a legacy issue and that education by its very nature could not be as prescriptive as the work of the other Standards Setting Boards.	See paragraphs 3 - 8
Need to outline a 3-pronged approach to define the objectives of the task force (awareness, engagement, messaging)	Now included in the project description in an amended scope section.	See paragraph 9

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Steering Committee Input to Issues Paper	Resolution by Task Force	Reference in Project Description
Task force should focus on finding out more about what stakeholders want – perhaps by way of a survey or targeted set of questions.	Online survey now completed (issued w/c 5 September), follow-up email sent to IAESB contacts to promote the survey after 1 week. Results outlined in Appendix B.	See Appendix B
Would be useful to identify potential gaps in terms of responses.	More work has been done on this in the period since July.	See Project Description– Appendix A for gap analysis on formal responses.
Need to ensure that outreach is relevant (in content terms) and focuses on the nature of key stakeholders, relationship management; engagement with regulators could also be an option.	<ul style="list-style-type: none"> • Online survey developed to acquire this information for different stakeholder types. • Action noted regarding setting up contact databases. 	See Project Description– Appendix B for survey responses. Timeline included in para 58.
Potential Outreach Solutions		
Difficulty of who we are trying to engage with. There needs to be some thought on this – in particular how we contact individuals. We need communication that is directed to the right people such as Education Directors	See content around stakeholder identification. IFAC does not currently have a relationship database for our purposes – raised as an action in the project description.	See paragraphs 27-34
Although there may be a need for more specific contacts, we should also raise general awareness of the work of the IAESB (regional events, online, with universities).	Stakeholder engagement activities noted in project description and timeline.	See paragraphs 9, 13, 31 and 36.
May want to offer regional opportunities for people to engage (online cohorts, webinar discussions)	Suggestion now included in the project description.	See paragraphs 9, 13, 31 and 36.
Support for notion of IAESB ambassadors or ‘family’ of IAESB contacts and how we can use these.	Reinforced in suggestions in the project description for potential activities.	See paragraphs 41, 32 and 46. See Appendix C and para 58 for ambassador actions.
May need to develop a potential ambassador role/job description so that this could be included in future content for nominations to the Board.	Outlined in the project description	See Appendix C to Proposed Project Description.
If developing more relationship management, it would be good to provide support to members/TAs and other ambassadors to be able to fulfil this function for us.	Suggestion about developing a toolkit of content, with regular updates has been included in the solutions part of the project description.	See paragraph 54 See paragraph 58.
Need to involve the CAG as they will have a different stakeholder perspective	Meeting with the CAG at their meeting in Toronto in September.	Included in ambassador suggestion in Appendix C to Project Description.
Ensure the task force continues to obtain input from the IFAC communications team and to gain an insight into the activities of other branches within IFAC.	Wayne Travers initially co-opted on to the Task force and provided input on some early parts of the project; Megan Hartman to be contacted after IAESB meeting.	Throughout and subsequent to next IAESB meeting.

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Steering Committee Input to Issues Paper	Resolution by Task Force	Reference in Project Description
Acknowledgment that member bodies appreciated the outreach efforts undertaken for IES 7.	Included in paper.	Paragraph 7 and Section B survey confirmation.
Future of the Task Force/Project		
Outreach requires a lot of time and investment and is not a 'quick fix' approach. We should take the time to focus on the needs of stakeholders and to see what they want.	Online survey to establish needs, potential suggestion to do more online engagement activities or cohort discussions in early 2017.	See paragraphs on discovery phases of project – 14-26; Appendix B.
Recommendation that the activities of this group would suggest it should be ongoing and made into a Standing Group of the IAESB to ensure continuity and periodic reassessment of ideas and approaches	Raised at the Steering Committee – indicated support for making the task force more permanent. Suggestion now included in the project description.	See paragraph 13 for proposed plan of strategic engagement.

Feedback from the IAESB CAG Meeting (Sept 2016)

15. During the presentation of the Issues Paper at the September CAG meeting, the following matters were discussed and proposed (in each case we have indicated how these points have been incorporated into the Proposed Project Description, Appendices or ongoing activities of the task force).
16. Points raised by the IAESB CAG and dealt with by the task force include:

CAG Input to Proposed Project Description Paper	Resolution by Task Force	Reference in Project Description
CAG supported outreach efforts – particularly to academics and suggested use of regional organizations to leverage this.	Supported by the task force and included in planned outreach activities (through relationship database and education forum).	See paras 31 & 36
Need to emphasize the 'personal responsibility' and role of connected persons to promote the work of the Board.	To be further discussed by the IAESB. Included in resourcing section of paper. Personal role has been highlighted in the proposal.	See Q1 to the IAESB above See para 9 See Appendix C
Improve IFAC/IAESB website to make it easier to find information. Include use of better social media and use of monthly or regular IFAC notification news.	Added to list of actions. Task force to organize a call with Megan Hartman to take forward.	See para 13 See section F
Encouraged use of stakeholder outreach efforts when not meeting in NYC.	Supported by task force. Included in proposal and in proposed forum activities.	See para 51 See section F
Consider role of regional organizations as they may have more ability to influence and connect with local bodies & academics.	Included in proposed relationship database and through education forum activities.	See paras 31 & 36
Need to be bold in setting out resources and to highlight if we need new resources or activities.	Included in resources section.	See Sections E & F of main paper
Consider outreach efforts to 'investor' and 'tax payer' groups.	To be further considered by the task force once other priorities have been actioned.	See para 3

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CAG Input to Proposed Project Description Paper	Resolution by Task Force	Reference in Project Description
Educator are always looking for resources so the IAESB should try to share as much as possible.	Included in Proposed Project Description, including reference to acting as a knowledge share and conduit of thought leadership ideas.	See para 25 and 41

PROPOSED WAY FORWARD

If approved at the November IAESB meeting, and subject to feedback and input received during the meeting, the task force will commence work on the proposed project timeline of activities.