



International Accounting  
Education  
Standards Board

529 Fifth Avenue, 6th Floor, New York, NY 10017  
T + 1 (212) 286-9344 F +1 (212) 286-9570  
www.iaesb.org

**Committee:** International Accounting Education Standards Board (IAESB)  
**Meeting Location:** Radisson Blu Hotel, Nairobi, Kenya  
**Meeting Date:** April 18 – 20, 2018  
**SUBJECT:** **Stakeholder Engagement & Communications Working Group – IAESB Issues Paper (4/18)**

## INTRODUCTION

1. The objective of this paper is to:
  - Update the IAESB on the activities of the IAESB Stakeholder Engagement & Communications Working Group (SECWG) since the last Board meeting in November 2017.
  - Seek input on the proposed approach for development of a formal IAESB Engagement and Communications Plan.
2. Current members of the SECWG are:
  - Greg Owens (Chair)
  - Sarah Jakubowski (Secretary)
  - Rachel Banfield
  - Keryn Chalmers
  - Sidharta Utama
  - Suzie Webb
  - Robert Zwane
  - David McPeak (in attendance)
3. Agenda papers for the April 2018 IAESB meeting, include:
  - Agenda Item 7-1 - Stakeholder Engagement & Communications Working Group – IAESB Issues Paper (4/18)
  - Agenda Item 7-2 – Appendix B Detailed Activities Grid
  - Agenda Item 7-3 – Appendix C Draft Engagement and Communications Plan.

## BACKGROUND

4. Stakeholder Engagement and Communications has been identified as a key area of focus to help support the Board's work as part of the 2017-2021 Strategy and 2017-2018 Work Plan.

5. The SECWG was formed in 2016 during which time various stakeholder research and outreach activities were completed in order to help develop a list of planned activities and resources that would be required to help support the Board's work.

### **RECENT ACTIVITIES AND DELIVERABLES**

6. In the period since November 2017, the SECWG met 5 times via online meetings. Additional ad hoc meetings were also held with Task Forces, Working Groups and IFAC (specifically the IFAC Communications Team).
7. Matters discussed and worked on by the SECWG in the period since November 2017 have included<sup>1</sup>:

#### **Completed:**

- Initial review, plan and draft of Ambassador toolkit content.
- Review of ongoing Personal Perspectives, and input into eNews content (December 2017 and April 2018 releases).
- Finalisation of IAESB's Standards Development webinar content and recording.
- Development of editorial guidance for creation of Personal Perspectives.
- Liaison with:
  - i. IFAC (through David McPeak, Sonia Tavares and Megan Hartman – Senior Manager, IFAC Communications) on formatting and template design points.
  - ii. Various IAESB Task Forces and Working Groups to help advise on specific stakeholder engagement and communications activities and identify Communications Grid entries.
  - iii. Isaac Njuguna, Edwin Makori, Sonia Tavares and David McPeak to plan for Kenya 2018 set of outreach activities, including planned May eNews to debrief stakeholders.
  - iv. IAESB Chair (Chris Austin) to discuss stakeholder engagement and communications matters.
- In-person discussion at IFAC, New York between SECWG Chair and Secretary and Tony Mirenda (Head of Communications, IFAC) and Megan Hartman as well as David McPeak via conference call to discuss: (i) SECWG priorities for the IAESB, (ii) initial consideration of a Communications Plan and (iii) overall objectives/areas of support required for ongoing IAESB stakeholder engagement and communications activities.

#### **Ongoing:**

- Developed draft layout for Accounting Education Resources website page and Accounting Education Insights template, including consideration of editorial process and liaison with respective Task Forces/Working Groups.
- First round of member/technical advisor photos posted on website (need to update for newest members/technical advisors).

---

<sup>1</sup> Items are ranked in order of completion rather than importance or work-effort.

- Second round of member/technical advisor introduction to IAESB language videos.
  - Commencement of guidance for using and developing surveys.
  - Final review and completion of IAESB Ambassador Toolkit content.
  - Initial considerations about Communications Plan content.
  - Planning for post-Kenya eNews edition.
8. For a full listing of current and planned activities, see Appendix A (*Status Planning Document* – see end of this paper) and Appendix B (see Agenda Item 7-2) (*Detailed Activities Grid*) which describes each type of activity along with its purpose and distribution channels.

## **DEVELOPMENT OF AN IAESB ENGAGEMENT AND COMMUNICATIONS PLAN**

9. The SECWG, following previous suggestions from the IAESB and others, has embarked on a range of targeted engagement and communication activities to help achieve original project plan objectives outlined within the Strategy and Work Plan documents. During the March 2018 meeting in New York, the IFAC Communications Team recommended that the Board bring together all proposed stakeholder engagement and communication activities under a single formal Communications Plan document given our many ongoing activities and our need to plan stakeholder engagement and communications for major upcoming IAESB activities.
10. The formal Engagement and Communications Plan would help us:
- Support and drive the IAESB's planned activities as part of the Work Plan for 2017-2018 and our next 2019-2021 Work Plan period.
  - Identify additional areas of resources required from the IAESB, IAESB IFAC Staff or IFAC Communications Team.
  - Determine the relative priority of various suggested stakeholder engagement and communication activities, taking into account upcoming Task Force / Working Group needs.
  - Map the planned activities against the IAESB's Engagement and Communications Plan Objectives.
  - Implement an appropriate set of KPIs to help measure progress.
11. It is envisaged that a formal Engagement and Communications Plan would likely include sections on:
- Introduction
  - IAESB Strategy
  - Engagement and Communication Objectives
  - Target Audiences\*\*
  - Communications Key Messages
  - Engagement and Communications Key Topic Areas
  - Engagement and Communications Approaches\*\*

- Timeline
- Evaluation and Benchmarks (including target metrics/KPIs)
- IAESB Communications Schedule\*\*\*

\*\* Developed at the Task Force/Working Group level

\*\*\* Likely to be a 'live' document building on the existing *Communications Grid* to enable access/updates by all Task Force / Working Group Chairs and Secretaries.

12. While the SECWG had previously identified a set of planned Objectives during 2016 IAESB and IAESB CAG discussions, these were primarily designed to support the overarching principles of 'why' having an approach to stakeholder engagement and communications would be important to the work of the IAESB and could support the IAESB's Strategy and Work Plan.
13. The IFAC Communications Team has provided the SECWG with an initial set of draft Objectives (Appendix C – Agenda Item 7-3) along with some sections within a draft Engagement and Communications Plan.<sup>2</sup> Please note, further work will be performed by the SECWG on the detail contained within the Plan and, at this stage, it has been provided for information purposes only. The main focus of the IAESB Board time (and anticipated IAESB CAG advice) will be on the draft Objectives content.
14. Appendices A (at the end of this Issues Paper, *Status Planning Document*) and B Agenda Item 7-2 (*Detailed Activities Grid*) provide the IAESB with an overview of proposed areas of SECWG activities, identified through: (a) 2016-2017 IAESB/IAESB CAG suggestions, (b) SECWG discussion and input, (c) input and work of other Task Forces and Working Groups in forming the SECWG agenda and (d) Stakeholder suggestions through previous engagement activities (such as the 2016 online survey).
15. One area that has been the subject of previous IAESB and IAESB CAG discussion has been that of measurement of the success of stakeholder engagement and communications activities, including potential development of a 'dashboard' to present progress. While the IAESB can obtain some data (click-through rates, formal consultations), there may be other metrics or Key Performance Indicators (KPIs) that would be more helpful to measure stakeholder engagement and communication activities (see Appendix A – *what KPIs do we need?* section).
16. The actual KPIs or metric data will be established once we have finalised our Engagement and Communications Plan Objectives (as there is an inevitable link). Prior to identifying specific KPIs or metrics for measurement by the IAESB/SECWG, the SECWG has agreed at this stage that it is important we start work on establishing a set of criteria against which KPIs/dashboard metrics will be developed.

---

<sup>2</sup> It should be noted that due to timing the SECWG only had 24 hours within which to provide feedback on the draft Plan contents prior to finalizing the IAESB and IAESB CAG papers. A deeper dive analysis will be performed by the SECWG following the April set of meetings.

17. A common model for deciding on KPIs is use of the SMART approach:

<b>S</b> pecific	Are KPIs developed that are clear and linked directly to our:  (i) Engagement and Communications Plan Objectives, and  (ii) Stakeholder engagement & communications approach?
<b>M</b> easurable	Do the KPIs have the potential to show progress towards our desired stakeholder engagement & communications results?
<b>A</b> chievable	Are the KPIs and targets for stakeholder engagement & communications activities realistic?
<b>R</b> elevant	Do the KPIs contribute to measuring stakeholder engagement & communications success?
<b>T</b> imely	Can the KPI data be obtained as needed by the IAESB/SECWG? How often do we want to measure performance/update the dashboards?

18. Other factors to consider as we work towards identifying the ‘right’ mix of KPIs in the Engagement and Communications Plan include deciding on: (a) the number of KPIs/metrics to monitor on an ongoing basis (most experts recommend between 5-8) and (b) the type of metrics being included (i.e. ‘vanity’ metrics vs. ‘actionable’ metrics).<sup>3</sup>

**PROPOSED MILESTONES AND TIMELINE FOR DEVELOPMENT OF A FORMAL IAESB ENGAGEMENT AND COMMUNICATIONS PLAN**

19. The proposed milestones and expected completion dates are presented below:

#	Milestones	Completion Dates
1	Discuss initial Engagement and Communications Plan Objectives with the IAESB and IAESB CAG	April 2018
2	Finalize Objectives and share with IFAC Communications Team	May 2018
3a	Obtain feedback on existing stakeholder engagement and	May-June 2018

<sup>3</sup> Metrics in a communications/outreach sense can often be split between vanity metrics (number of trial users, page views, social media ‘likes’, email subscribers, etc) compared to more actionable metrics (engagement via social media, responses/volunteers for roundtable/webinars/surveys, email opt-in conversion rates)

#	Milestones	Completion Dates
	communications activities from (i) IAESB and IAESB CAG (ii) Key Stakeholders and (iii) other participants or users	
3b	Map, scrutinise, and prioritise to the Engagement and Communications Plan Objectives the: (i) Suggested list of identified activities – (see Appendix B) and (ii) Task Force/Working Group planned activities	
4	Develop detailed aspects of the Engagement and Communications Plan (i.e., <i>Key Target Audiences, Strategies and Approaches</i> ) in partnership with: (i) IFAC Communications Team and (ii) Task Forces/Working Groups (iii) IAESB Steering Committee	
5	Present draft Engagement and Communications Plan at the IAESB’s Board Meeting in New York and finalize content following IAESB feedback	July 2018- August 2018
6	IAESB Steering Committee to approve final Engagement and Communications Plan; share final version with Task Force / Working Group Chairs and Secretaries	August 2018
7	Commence measurement and reporting of identified metrics/KPIs*	September 2018 onwards

\*earlier metric data, where available, will also be obtained for comparison purposes.

20. The Drafting Working Group will also be consulted to establish an optimal time for their review of the final Plan.
  
21. During this period, while the priority of the SECWG will be development of the Engagement and Communications Plan, ongoing initiatives (such as Accounting Education Resources webpage, Accounting Education Insights, Personal Perspectives, finalization of Ambassador Toolkit contents, Member/TA language videos, feedback into IAESB website redesign and production of eNews) will continue.

**Action Requested:**

- A. Does the IAESB support the need to develop a formal Engagement and Communications Plan?**
- B. Does the IAESB support or have suggested changes to the Engagement and Communications Plan draft Objectives?**
- C. Are there any additional criteria that the SECWG should consider when developing a list of potential KPIs/dashboard for inclusion in the Engagement and Communications Plan?**
- D. Does the IAESB have feedback on the planned milestones and timeline for development of the formal IAESB Engagement and Communications Plan?**

**PROPOSED WAY FORWARD**

22. Based on the input provided by the IAESB and IAESB CAG during the April 2018 meetings, the SECWG will revise, as necessary, the planned approach for development of an Engagement and Communications Plan with the intention that a draft Plan is provided to the IAESB at its July 2018 meeting in New York.

**APPENDIX A – OVERVIEW OF SECWG ACTIVITIES – STATUS PLANNING DOCUMENT**

**Legend/Key**



**Purpose**

This is an initial planning document which has been designed to show the planned IAESB communications areas for 2018/2019 (shown in blue) along with individual tasks: ongoing/launched activities (green); in progress/in development (yellow); suggested activities or ones that have not yet been started (red); areas of Board focus in 2018/2019 period requiring communications/engagement (pink).

In putting together this document we have taken into account input obtained from the Chair (Chris Austin), discussions within the SEC Working Group as well as previous IAESB & CAG comments on SEC Working Group Issues Papers (April 2016 - Nov 2017) and other engagement with Task Forces/Working Groups..

A larger piece of work regarding activities to support the major projects (shown in pink) and due to occur in 2018/2019 will be included after consultation with relevant Task Forces/Working Groups in the April-June period.



