Agenda Item
10-A

IAASB Draft Strategy for 2020–2023

Our Goal and Stakeholder Value Proposition

Our mandate is straightforward. However, standard-setting itself is not, especially in a global context. The following messages frame the broad lens of our strategic thinking.

Our Goal

- **Sustained trust** in financial and other reporting, enhanced by high-quality audits, assurance and related services engagements, through delivery of **robust global standards** that are in the **public interest** and capable of **consistent and proper implementation**.

Our Stakeholder Value Proposition

- *Public Interest Focus:* Focused work plans, processes, and activities that are closely tied to our goal.

- *Our Standards:* Globally relevant, applicable to entities of all sizes and complexities, forward-looking and operable; developed and implemented through activities that are timely and responsive to the needs of our stakeholders.

- *Our Engagement with Our Stakeholders:* Timely and meaningful dialogue with a broad range of stakeholders, including with regulatory, user and practitioner communities.

- *Our Work Plans:* Focused on delivery of our International Standards and other means through timely identification of, and response to, our stakeholder needs and issues with global impact, while carefully balancing speed and quality, capacity utilization, and coordination with others.

- *Our Methods:* Rigorous and inclusive, including leveraging external resources where feasible. Continuously reviewed and improved to better facilitate delivery of committed work plans.

- *Our Collaboration Efforts*: Leveraging efforts of, and continuing to strengthen coordination and cooperation with, in particular, the IESBA and National Standard Setters (NSS).

- *Our Implementation Support on Major New and Revised Standards:* Supporting the development of timely and effective implementation of the IAASB's major new and revised standards.

Strategic Drivers

Key to our success is delivering on the strategic actions set forth in this Strategy, which is facilitated:

• Through our commitment to **engage, listen and learn** from our key stakeholders, and to **lead and adapt** in our global standard setting responsibilities.

• By **fostering confidence** in the quality and relevance of our processes and standards, evidenced by the many jurisdictions (currently 130) using or committed to using our standards, including their oversight bodies (regulatory and inspection), and by user and practitioner communities

Continuously understanding our key opportunities and challenges, and balancing the needs of all stakeholders are crucial to the continued use and ongoing adoption of our standards on a global basis. Adapting to the environment, and meeting stakeholder needs, are the most significant drivers that have shaped our Strategy for 2020–2023 (Strategy) and Work Plan for 2020–2021 (Work Plan). Relevant **strategic drivers** include:

Advancement in, and Use of, **Technology**	• **Rapidly changing and evolving technologies** (e.g., artificial intelligence, robotics, blockchain, cloud computing, social networks and new digital payment platforms). • Developments in the **use of advancing technologies**, including how automated tools (including automated data analytics) are used to perform work on audit and assurance engagements, and the way that engagement teams are structured and interact.
Environment for **Small- and Medium-Sized Entities**	• Increasing pressure regarding the **scalability and proportionality** of the standards, in particular the ISAs. • **Changing audit thresholds** are increasing the demand for other types of assurance or other services by small- and medium-sized entities (SMEs).
Increasing **Complexity** and Its Implications	• The **business environment is becoming increasingly complex** and as a result, **financial reporting standards are responding and becoming more complex**. • **Accounting practice is evolving**—as transactions become more complex and financial reporting changes, **more estimates and management judgments** are needed. • The **pace of change** is driving complexity by exacerbating the impact of many of the factors referred to in this section, increasing pressures on responsiveness and relevance.
Changing **Reporting Needs** of Stakeholders	• **Corporate reporting is evolving**, with many users of corporate reports increasingly focusing on available non-financial information (e.g., sustainability reporting, reports addressing an entity's governance and internal control and other forms of extended external reporting) and seeking assurance thereon.
Changing **Public**	• Decreasing confidence, and declining trust, in audits arising from **continuing high levels of reported poor results of external inspections** and **recent high-profile corporate failures** in some jurisdictions.

Confidence in Audits	• Changing **Stakeholders' expectations** about what the standards should require the auditor to do (for example, in relation to the detection and reporting of fraud, and the consideration of going concern issues) increases the 'expectation gap' between what is expected from an audit and what the current standards require the auditor to do, thereby impacting public confidence in audits.

Our Strategy and Focus

The following three strategic objectives will direct the activities we commit to in pursuit of our goal. The **strategic actions** broadly describe our planned actions for each strategic objective. Our Work Plan sets out the specific actions we will undertake.

> ### Develop and Maintain the IAASB's International Standards and Supporting Materials that provide a foundation for high-quality audit, assurance and related services engagements

Core to our activities is revising and developing International Standards that are relevant, robust and operable. The focus will be on making timely changes to respond to the continuously evolving environment while always remaining mindful of the need to retain the robustness and quality of our standards. During the period of this strategy, we will increase the relative amount of resources to support for implementation, addressing complexity, and emerging issues that respond to challenges identified in the Strategic Driver section. *Strategic Actions* – We will:

- Complete our major audit quality enhancements and other work underway at the start of 2020; supporting and facilitating the effective implementation of new and revised standards.
- Develop ways to address complexity in order to ensure scalability and proportionality within the International Standards.
- Challenge and enhance the fundamentals of our International Standards, including addressing emerging issues efficiently and appropriately to reflect the changing public interest and an evolving environment.

> ### Innovate Our Ways of Working to Strengthen and Broaden Our Capabilities and Capacity to Do the Right Work at the Right Time

Enhancing and strengthening our processes is critical to our success. *Strategic Actions* – We will:

- Innovate how we work through the use of technology and other means to maximize the impact of our activities.
  - Develop and implement a Framework for Activities that will include:
    - o Undertaking more structured and robust information-gathering and research activities as a foundation for future work streams, while also providing transparency about the decisions made for the work we undertake.
    - o Developing mechanisms for addressing issues and challenges on a more timely basis.

> ### Maintain and Deepen our Relationships with our Stakeholders to Achieve Globally Relevant, Progressive and Operable Standards

Timely and meaningful outreach, and related activities, to appropriately inform our work and to deliver on our mandate. *Strategic Actions* – In addition to maintaining and deepening our relationships with our key stakeholders (see Appendix 1), we will also focus on:

- Promoting adoption and effective implementation of the ISAs and our other standards, in particular for audits of less complex entities, emerging markets and public sector.
- Understanding issues that affect our standards.
- Leveraging external resources and exploring new ways to collaborate with national standard setters, and others, as needed.
- Broadening the level of stakeholder interaction among all interested parties throughout the standard-setting process.

The Relationship Between Our Planned Activities and Our Goal

To achieve our goal, we have developed our strategic objectives to help guide our activities within our Work Plans. The strategic objectives have been developed taking into account the strategic drivers within the environment in which we operate, and the need to maintain the relevance of our standards. Our planned activities in 2020–2023 are representative of those actions we have committed to focus on within each of the three strategic objectives.
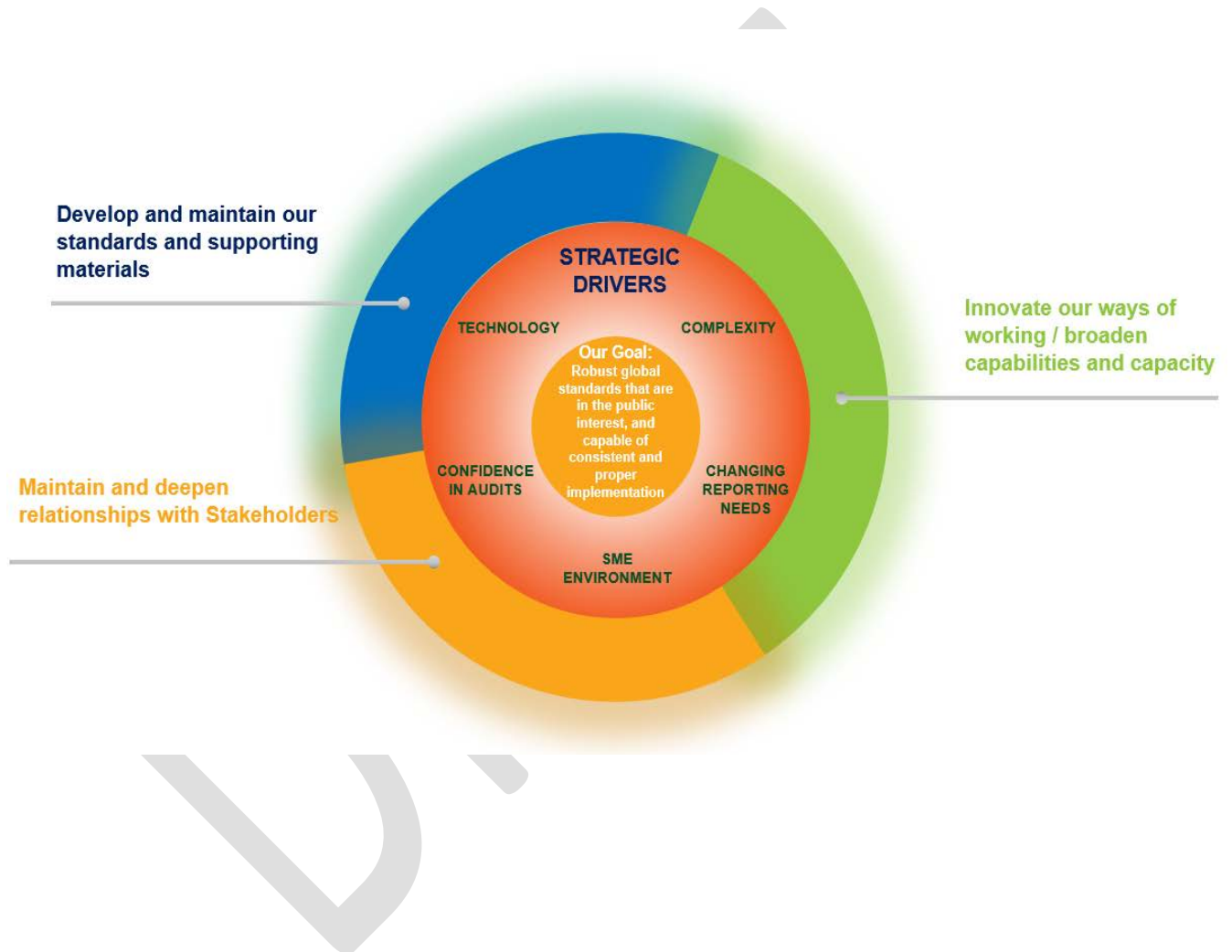
The IAASB's Work Plan and Framework for Activities

Work Plans

Our specific activities are set out in our work plan (for example, the Work Plan for 2020–2021 **[**link] describes our planned projects and activities in 2020 and 2021, including projected timelines where relevant). The prioritization, timing and expected outcomes in the Work Plans reflects the Board's present allocation of resources, but is subject to evolve as the Board addresses new topics and responds to a changing environment. Therefore, the IAASB is continually assessing and updating its forward agenda as necessary to reflect changing timelines and circumstances. We expect that the IAASB will devote an increasing amount of resources to implementation, addressing complexity in the standards, and emerging issues.

The IAASB will develop its Work Plan for 2022–2023[1] using the strategic objectives to guide our planned activities.

Framework for Activities

Our "Framework for Activities" (the Framework) [link] describes how we undertake our work (i.e., the processes and procedures) to deliver on our committed actions.[2] Key components of the Framework include:

- *Information Gathering and Research Activities*—our activities to support future workstreams. Output from this component informs the Board's decisions about its future work streams. Features of this component include:

    o   Fact-finding activities to monitor, understand, research and explore emerging issues and developments that may affect our auditing, assurance and other standards.

    o   Post-implementation reviews to understand whether new and revised standards have been implemented as intended, i.e., in terms of the purpose for which they were developed, how they are being understood and applied, identifying any practical challenges and concerns, and to gauge the demand for any change or possible further actions.

    o   Targeted information-gathering on specified issues or challenges (including understanding causal factors).

    o   The determination of possible projects, or other actions as appropriate, for addressing identified issues, and assessment thereof (using applicable criteria).

    o   Scoping future projects or other agreed actions.

    The IAASB may carry out these activities or draw upon, or the resources of others (such as national standard setters or the academic community), or in collaboration with others.

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[1]   The Work Plan for 2022–2023 will be developed during 2021, with consultation on the proposed activities as appropriate.

[2]   The Framework for Activities will be more comprehensively developed as we continuously enhance our processes and procedures to adapt to the Framework during the strategy period (and in accordance with our strategic objectives).

- *Revising and Developing Standards*—following agreed scoping and due process to develop proposals for public consultation, analyzing the feedback, and refining the proposals to issue a final new, or revised, standard.

- *Effectively Implementing New and Revised Standards*—Developing guidance, and other related activities such as webinars, to support the effective implementation of new and revised standards, in a timely manner after a final standard is published; establishing implementation working groups to support and coordinate these activities (as needed), and coordinating with others regarding broader implementation of our standards.

- *Developing Non-Authoritative Guidance*—either where information gathering has indicated that guidance is needed, or the issue relates to a specific industry.

- *Narrow Scope Maintenance of Standards*—including [narrow-scope amendments and interpretations relating to specific questions about an approved standard.] (tbc)

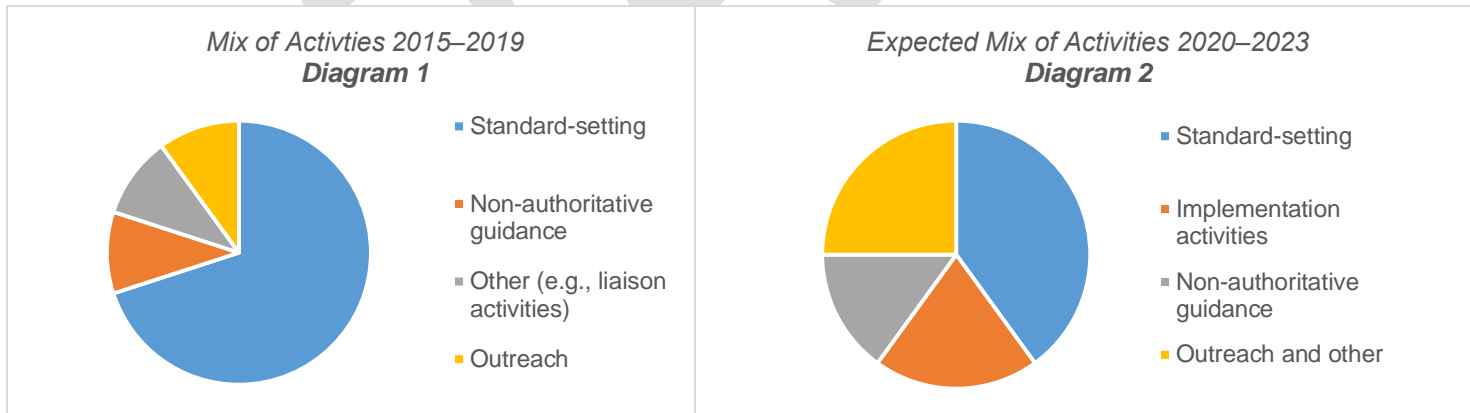# Managing Delivery of the Strategy and Work Plan

Accountability to our stakeholders about how our Strategy and Work Plans are being progressed is key to building trust and inspiring confidence. Communication and transparency about our actions is therefore an essential part of the IAASB's activities in the 2020–2023 strategy period.

We manage the delivery of our Strategy and Work Plan under the constant scrutiny by ourselves and our stakeholders in relation to:

o   Meeting targeted outcomes set out in our Work Plan.

o   Expanding global adoption of our standards, including adoption of new and revised standards by jurisdictions who are already using our standards.

o   Facilitating the implementation of new and revised standards.

o   Building stronger relationships with key stakeholders.

Managing delivery of our Strategy and Work Plan with limited resources requires careful consideration of the allocation of the available resources to the planned activities in the Work Plan in the most effective way. Our primary resources include a combination of staff and volunteer time from Board members, technical advisors and others, and financial resources in the form of operating budget. The Framework helps guide our decisions regarding the allocations of these resources, for which there are inherent limitations.

Past experience (over the strategy period 2015–2019) has shown that we have allocated our resources to a mix of activities as set out in Diagram 1 below. As we move into our new strategy period with a shift in focus as set out in our strategic objectives and strategic actions, Diagram 2 illustrates the expected shift in how we will allocate our resources to the focus of our activities planned for 2020–2023.

Mix of Activties 2015–2019
Diagram 1

- Standard-setting
- Non-authoritative guidance
- Other (e.g., liaison activities)
- Outreach

Expected Mix of Activities 2020–2023
Diagram 2

- Standard-setting
- Implementation activities
- Non-authoritative guidance
- Outreach and other

During our strategy period, we will continue to monitor internal and external developments and evaluate how changes may impact our approach to delivery of our Strategy and Work Plan.

<div align="right">**Appendix 1**</div>

Maintain and Deepen Our Connections with Our Key Stakeholders

We work with many stakeholders, with a variety of expectations and needs that must be balanced and prioritized. Where necessary, we will seek out additional stakeholders in an effort to expand our influence or gain a greater understanding. Most importantly, our strategy must reflect and respond to the needs of all stakeholders in an integrated way. In maintaining and deepening our connections we plan to:

- Continue to **interact with the Consultative Advisory Group (CAG)**. The IAASB's CAG is a fundamental part of the IAASB's engagement with its stakeholders and is a key element of the IAASB's due process. The CAG is comprised of over 30 member organizations representing global regulators, business and international organizations, accountancy regional bodies and users and preparers of financial statements.

- Further enhance our **coordination efforts with the International Ethics Standards Board for Accountants (IESBA)**.

- Explore new ways to expand our **collaboration with national standard setters** to optimize our activities.

- Further enhance working relationships with **regulators and audit inspection bodies, firms and others** (as appropriate) to help understand their concerns, and further explore causal factors.

- Further explore whether the **IAASB can collaborate, as appropriate, with the International Federation of Accountants** (IFAC) and its various committees, in relation to implementation support activities.

- Continue to establish **subject-specific Advisory Panels** as needed to enable Task Forces and Working Groups to receive timely input on developing proposals from a broad range of relevant stakeholders.

- Continue our two-way liaison with the **International Accounting Standards Board (IASB),** providing input on auditability and verifiability of new and revised International Financial Reporting Standards, thereby contributing to the quality of financial reporting.[i]

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[i]   For more information about the IAASB's liaison with the IASB see the project page: http://www.iaasb.org/projects/iaasb-iasb-liaison

Agenda Item 10-B

IAASB Draft Work Plan 2020–2021

Our Work Plan for 2020–2021

Introduction

This **Work Plan** for the period 2020–2021 sets out our specific projects and activities that we have identified to help us deliver on our strategic objectives (and strategic actions therein) as set out in our **Strategy for 2020–2023**. The Work Plan has been developed in the context of the **Framework for Activities** (the Framework). The Framework helps us select, prioritize and scope our work by setting out processes, procedures, and criteria for making decisions about how best to deploy our resources, which are inherently limited.

Our Work Plan sets out our best view of how we can most efficiently deliver International Standards and other activities to respond to our stakeholder needs and identified issues. Our commitment to projects and activities as set out in the Work Plan accounts for available resources (e.g., people, plenary time and operating budget), and the need for a balanced Work Plan. While recognizing calls from stakeholders for our efforts on a variety of important topics, a consideration in determining and prioritizing planned actions will also be how best to deploy the IAASB's resources.

The Work Plan has also been developed to illustrate the mix of activities that we have committed to in our strategy, and illustrates a shift in focus from our more recent Work Plans.

Our Detailed Work Plan for 2020–2021

Our detailed Work Plan is presented below and is our best estimate, at the time of publication, for how we will progress the various projects and workstreams. This Work Plan may change given the nature of the issues and the complexities of the projects, and the need to be flexible in responding to environmental changes.

Broadly, our time and effort in 2020 to 2021 will focus on:

- Initially, completing projects already underway.

- Activities to support the effective implementation of the recently issued, or completed, new and revised ISAs, and quality management standards.

- Information gathering and research to inform new projects to commence in the period.

- Monitoring the environment and timely analysis of new and evolving issues that may affect our standards, and related activities thereafter as needed.

- Developing our Framework for Activities.

- Outreach.

How We Determine Our New Activities and Priorities

Our *new* projects and activities that will commence in 2020 and 2021, as capacity opens up on completion of previous projects, will:

- ❖ Originate from the activities within the Information Gathering and Research workstream; and

❖ Be determined taking into account:

 o The global need for the work, and whether it is in the public interest to undertake the work.

 o Our capacity for new projects in relation to available resources.

 o The nature of the project or activity.

 o The ability of practitioners to be able to adopt the standard in a high-quality manner.

Pool of Possible Topics for Consideration

Information Gathering and Research is one of the components of the Framework for Activities, the outputs of which informs the Board's decisions about its future projects and workstreams. Those decisions determine the nature and scope of a new project(s) or workstream(s) in terms of one or a combination of the other components of the Framework for Activities (i.e., Revising and Developing Standards; Effectively Implementing New and Revised Standards; Developing Non-Authoritative Guidance; or Narrow Scope Maintenance of Standards).

Information Gathering and Research helps inform our future work through:

- *Category A*—Activities related to identifying areas where IAASB action may be needed, which will be informed by monitoring the environment, interacting with stakeholders and ongoing outreach. Once a possible new topic is identified it will move to Category B for more active information gathering and research.

- *Category B*—Exploring new *known* topics to further understand whether there are identifiable issues and challenges, that are globally relevant, and that may warrant further focused information gathering and research (i.e., will move to Category C). Appendix 2 sets out a list of the known topics that would form the basis of the work within Category B.

- *Category C*—Activities focusing on identified topics to determine recommendations for Board action (including the scoping of such activities), which may include new projects or workstreams to address identified issues and challenges.

The outcomes from the various categories as described above will be evaluated against relevant criteria (as set out in the Framework), which then guides our assessment about which projects or activities would provide the greatest public interest benefit to our stakeholders. In reflecting on the public interest benefits, we consider:

- The extent to which the action will further enhance the quality and value of audit, assurance and related services engagements globally:

- The appropriateness of the action to contribute overall to standards that are relevant, robust and operable in accordance with the needs of our stakeholders; and

- The extent to which the action serves to facilitate enhanced public confidence in financial and other external reporting.

DETAILED WORK PLAN	2020				2021			
Project	March	June	Sept	Dec	March	June	Sept	Dec
Develop and Maintain the IAASB's International Standards and Supporting Materials								
Complete Our Major Audit Quality Enhancements and Other Work Underway and Supporting and Facilitating Effective Implementation								
Revising and Developing Standards								
ISQM 1	X	F						
ISQM 2	X	F						
ISA 220 (Revised)	X	F						
ISA 600 (Revised)	E			X	X	X	F	
New Project Placeholder (Note 1)								
Development of Non-Authoritative Guidance and Other Activities Related to Standard-Setting								
Extended External Reporting (non-authoritative guidance)		X	X	F				
Technology (ongoing) (Note 2)		X		X		X		X
Professional skepticism (ongoing) (Note 2)			X		X		X	
Implementation Activities								
ISA 315 (Revised [2019])								
Revised Quality Management Standards (ISQM 1, ISQM 2, ISA 220)								
ISA 600 (Revised)								
Information Gathering and Research								
Auditor Reporting (Note 3)								
Audits of Less Complex Entities (Category C)	X (Note 4)	X						
Audit Evidence (Category C)	X (Note 4)	X						
Information Gathering and Research – Category B Topics			X		X		X	
Information Gathering and Research – Category A				X				X
Innovate Our Ways of Working to Strengthen and Broaden Our Capabilities								
Developing the Framework for Activities								
Strengthening collaboration efforts with NSS/IFAC								
Deepening our Relationships with our Stakeholders								
Outreach program								
Coordination with the IESBA			X				X	
Liaison activities with the IASB		X				X		

Key to Detailed Work Plan:

Appendix 1 sets out a description of each of the projects and workstreams included in the table above, which also categorizes the projects and workstreams by strategic action.

Cells with a(n):

o   *Green highlight indicate expected Working Group, Task Force or Staff activity. The darker the shade of color, the more time and activity is needed for that particular workstream.*

o   *'X' indicate that IAASB plenary meeting time is scheduled.*

o   *'E' indicate the **targeted** publication of an Exposure Draft.*

o   *'F' indicate the **targeted** finalization of a project.*

Notes:

1 = New project placeholders do not have time allocated due to the uncertain nature of what future committed work the IAASB will undertake. In addition, the new project may not necessarily be a new standard-setting project in which case this allocation would change to another category, or may be indicative of more than one or more projects or initiatives.

2 = Ongoing initiatives of the IAASB, including dedicated working groups to undertake ongoing information gathering and research activities, as well as working to a plan for the development of guidance and other publications as needed, and inputting to other IAASB projects as relevant.

3 = The findings from the Auditor Reporting Post Implementation Review, which commenced in 2019, may result in further work related to Auditor Reporting in 2020 and 2021.

4 = The outcome of information gathering and research activities may continue into 2020 (in which case there will be more Board discussions in 2020–2021) or may result in standard-setting or other activities. If standard-setting is undertaken, the projection of Board plenary discussions and timing of exposure drafts and finalization will be presented in this Work Plan at the time when the project proposal is approved.

Allocation of Resources

The IAASB Work Plan is still ambitious, and will draw on the full capacity of the IAASB to deliver high-quality standards, and undertake our activities, in a timely manner. The Work Plan as set out above is supported by a direct operating budget of approximately $[12.5] million over the period (excluding operational support received from the International Federation of Accountants). The work that can be undertaken is also limited to the volunteer hours, consultant hours and staff capacity available to undertake activities that we have committed to. As projects and initiatives are completed, and resources become available, including budget that has not yet been allocated to work committed to, the IAASB will allocate these resources on the basis of information about new initiatives or projects that will need to be started (from the Information Gathering and Research component of the Framework) and past experience of the capacity needed to deliver our projects and initiatives.

Appendix 1

Description of Projects and Initiatives in the Work Plan 2020–2021

More information about our projects can be found on the project page: https://www.iaasb.org/projects. A direct link to the project page is included in the project title.

Develop and Maintain the IAASB's International Standards and Supporting Materials		
Complete Our Major Audit Quality Enhancements and Other Work Underway and support and facilitate effective implementation		**Framework for Activities Component**
Revising and Developing Standards and Non-Authoritative Guidance		
ISQM 1 – *Quality Management at Firm Level*	The purpose of the revisions to ISQC 1 is to improve firms' management of quality for all engagements performed under the IAASB's International Standards. This will be achieved through the introduction of a risk-based approach to the management of quality and strengthening various aspects of the standard, including governance and leadership, resources, information and communication, monitoring and remediation and networks.	Revising and Developing Standards
ISQM 2 – *Engagement Quality Reviews*	ISQM 2 aims to strengthen and clarify various aspects of engagement quality reviews, including the engagements to be subject to such reviews, the eligibility criteria for engagement quality reviewers and the performance and documentation of the reviews.	Revising and Developing Standards
ISA 220 – *Quality Management at Engagement Level*	The purpose of the revisions to ISA 220 is to strengthen aspects of quality management for individual engagements by focusing on the identification, assessment and response to quality risks in a broad range of engagement circumstances.	Revising and Developing Standards
ISA 600 – *Group Audits*	This project addresses revisions to ISA 600 to strengthen the auditor's approach to a group audit and clarify the role of ISA 600 in relation to other ISAs, such as ISA 220 (Revised), ISA 315 (Revised) and ISA 330.	Revising and Developing Standards
Extended External Reporting	The IAASB will continue to develop non-authoritative guidance in applying ISAE 3000 (Revised) to EER and continue to provide thought leadership on assurance issues in relation to EER. This includes determining the scope of an EER assurance engagement, exercising professional skepticism and professional judgment, obtaining the competence necessary to perform the	Developing Non-Authoritative Guidance

	engagement, and communicating effectively in the assurance report.	
Implementation Activities		
ISA 315 (Revised)	Activities to support awareness, understanding and effective implementation of ISA 315 (Revised) as needed.	Developing Resources for the Effective Implementation of New and Revised Standards
Quality Management Standards	Activities to support awareness, understanding and the effective implementation of the quality management standards as appropriate	Developing Resources for the Effective Implementation of New and Revised Standards
Information Gathering and Research		
Develop Ways to Address Complexity		
Audits of Less Complex Entities	in 2020 and 2021, the IAASB will analyze the responses from the Discussion Paper, *Audits of Less Complex Entities,* determine a way forward, and commence activities related to the determined actions.	Information Gathering and Research Activities
Challenge and Enhance the Fundamentals of Our International Standards		
Audit Evidence	The initial objective of this workstream is to perform further information-gathering and research activities to identify and prioritize audit-evidence-related issues when applying the ISAs, with the ultimate objective of developing informed recommendations for the Board's consideration of possible further actions to address such issues.	Information Gathering and Research Activities
Auditor Reporting	The monitoring of global developments in auditor reporting, with a focus on identifying practical implementation and other related issues that are causing the revised and new standards to not achieve their intended purpose. In addition, the post-implementation review will explore whether there are ways to improve the quality of the communication of key audit matters and other matters that could improve transparency about the audit that were not included in the new and revised Auditor Reporting Standards.	Information Gathering and Research Activities
Information Gathering and Research	The objective of the IAASB's research activities is to support future workstreams. Output from this stage informs the Board's decisions about its work streams.	Information Gathering and Research Activities
Technology	The objective of this workstream is to identify matters for which there is an opportunity for a more immediate response through developing and issuing guidance to address the effect of technology when applying certain aspects of the ISAs. The Technology Working	Information Gathering and Research Activities and Developing Non-Authoritative Guidance

	Group also work with other Task Forces and Working Groups to input on relevant matters relating to technology on current projects.	
Professional skepticism	The purpose of this workstream is to make recommendations on how to more effectively respond to issues related to professional skepticism. The Professional Skepticism Working Group also work with other Task Forces and Working Groups to input on relevant matters relating to professional skepticism on current projects.	Information Gathering and Research Activities
Innovate Our Ways of Working to Strengthen and Broaden Our Capabilities and Capacity		
Framework for Activities	Develop and implement a Framework for Activities that will include: • Undertaking more structured and robust information-gathering and research activities as a foundation for future work streams, while also providing transparency about the decisions made for the work we undertake. • Developing mechanisms for addressing issues and challenges on a more timely basis	Strengthening and Broadening Capabilities and Capacity
Enhancing collaboration with NSS and IFAC	Explore new ways to expand our collaboration with national auditing standard setters and the International Federation of Accountants to optimize our activities, for example in relation to implementation support activities.	Strengthening and Broadening Capabilities and Capacity
Deepening our Relationships with our Stakeholders[1]		
Coordination with the IESBA	Coordination activities with the IESBA involve proactive collaboration and transparent and timely communications between staff and members of the two Boards to determine and address matters of mutual impact.	Outreach
Liaison activities with the IASB	Continue our two-way liaison with the IASB providing input on the audibility and verifiability of new and revised International Financial Reporting Standards, thereby contributing to the quality of financial reporting.	Outreach

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[1] Appendix 3 sets out details about the IAASB's outreach program

Appendix 2

Possible Projects for Further IAASB Consideration

The IAASB's Information Gathering and Research Component of the Framework for Activities considers identified areas and issues, in particular whether further IAASB action is needed. In order to make these decisions, further information gathering and research will be undertaken to determine whether the following should be included on the IAASB's work agenda (including what the possible action may be), and its priority. The Following sets out those standards that will form the basis of Categories A and B of the Information Gathering component of the Framework for Activities (excluding those standards that are under active review in Category C (e.g., related to the Audit Evidence initiative) or there is a current project underway):

[*Note for IAASB – this list will need to be further developed and allocated to Categories A, B and C as the Framework for Activities is further developed. It is intended, at this stage, to provide an illustration of the types of topics that will be considered, based on suggestions received from respondents to the Strategy and Work Plan consultation and other work efforts of the IAASB (discussed in* **Agenda Item 10***)*]

International Standards on Auditing:

- ISA 240, *The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements*

- ISA 320, *Materiality in Planning and Performing an Audit*

- ISA 330, *The Auditor's Responses to Assessed Risks*[2]

- ISA 402, *Audit Considerations Relating to an Entity Using a Service Organization*

- ISA 505, *External Confirmations*

- ISA 540 (Revised), *Auditing Accounting Estimates and Related Disclosures*

- ISA 550, *Related Parties*

- ISA 570 (Revised), *Going Concern*

- ISA 620, *Using the Work of an Auditor's Expert*

Review Standards:

- ISRE 2410, *Review of Interim Financial Information Performed by the Independent Auditor of the Entity*

Assurance Engagements Other Than Audits or Reviews of Historical Financial Information

- ISAE 3400, *The Examination of Prospective Financial Information*

New / Other Topics:

- Guidance for joint audits

- Standards or non-authoritative guidance related to data analytics and new technologies

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[2]   A project to revise ISA 330 was strongly encouraged in the responses to ED-315.

- Industry-specific non-authoritative guidance for banks and insurance companies

- Post-implementation review of ISA 540 (Revised)

- Post-implementation review of ISA 720 (Revised), *The Auditor's Responsibilities Relating to Other Information*

- Guidance on internal control.

- Scoping of an audit (e.g., whether a binary audit report remains the right model; should audit report focus more on fraud; whether scope of audit should change, for example issue a report on internal controls).

Appendix 3

Our Outreach Program

Annually, IAASB representatives undertake outreach with the IAASB's key stakeholders, to maintain the IAASB's stakeholder relationships, obtain input and monitor developments within the environment. IAASB members and Staff also undertake a considered and active engagement strategy, including personal visits and meetings, participation in conferences, discussion groups and forums, as well as webinars and other methods of communication to inform and engage on technical topics. In 2020 and 2021 we will also be exploring new collaboration tools to reduce barriers to engagement with all our stakeholders.

Summary of Annual Stakeholder Engagement

It is intended that the following minimum stakeholder engagement will be undertaken by IAASB members, technical advisors and staff. In addition to the outreach listed below, the IAASB will focus on enhancing its outreach with certain stakeholder groups, such as investors and those charged with governance, that have had more limited outreach in the past strategy period.

Stakeholder	Description of Interactions
Consultative Advisory Group (CAG)	• Bi-annual 2-day meetings with CAG Representatives • Teleconferences with CAG Representatives as necessary
Other International Standard-Setting Boards	• Annual joint session with the International Ethics Board for Accountants (IESBA) and other collaboration activities as described in the Strategy and Work Plan • Annual IASB Update from a Representative of the International Accounting Standards Board, and annual meeting with IASB leadership • Regular interactions between chairs of other standard-setting setting boards to discuss areas of joint interest

Meetings with regulators and oversight bodies	• Annual or semi-annual meetings with representatives from, or presentations to regular meetings of:
	  o The International Forum of Independent Audit Regulators, and its Standards Coordination Working Group
	  o International Organization of Securities Commissions, and its Committee on Issuer Accounting, Audit and Disclosure
	  o International Association of Insurance Supervisors
	  o Basel Committee on Banking Supervision's Audit Subgroup
	• Meetings with regulators and oversight bodies on "country visits" (see below)

National Standard Setters	• Annual two-day annual standard setters meeting with representatives from 18 standard setters globally

Stakeholder	Description of Interactions
	• Meeting with representatives from standard-setters in "country visits" (see below)
IFAC Member Bodies and Accountancy Organizations	• Meetings with representatives from member bodies on "country visits" (see below) • Presentations about IAASB activities at member body conferences and forums • Participation in panels at member body conferences and forums
Accounting firms	• Presentations at, and participation in, bi-annual meetings of the Forum of Firms (representing the 31 largest networks) • Meetings with firm leadership • Presentations at global and regional conferences of firms
Public Sector	• Attendance at annual INTOSAI Financial Audit and Accounting Subcommittee meetings
Academic Community	• Presentations about IAASB activities at various academic related conferences
Country Visits	• Meetings with relevant stakeholders including regulators and audit oversight bodies, NSS, member bodies, investor groups and others on a rolling basis globally.