



Strategic Alliances

IFRS Advisory Council
London, 20 March 2019

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What do we mean by ‘strategic alliance’

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“An arrangement between two or more organisations **to share resources** in order to achieve a **mutually beneficial** outcome”

2002 IASB / FASB ‘Norwalk Agreement’

- **Mutually beneficial:** development of high-quality, compatible accounting standards
- **Share resources:**
 - work together to make existing financial reporting standards fully compatible as soon as is practicable
 - coordinate future work programs

Date	Organisation
2018	International Actuarial Association
2018	International Federation of Accountants
2017	Basel Committee on Banking Supervision
2017	World Bank
2017	International Integrated Reporting Council
2016	European Securities and Markets Authority
2016	International Organization of Securities Commissions
2014	International Forum of Accounting Standard-Setters
2014	International Valuation Standards Council

Trustee ‘environmental scan’

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Globalisation

- Global market for capital
- Ever-greater demand for transparency, accountability and efficiency

Relevance

- Factors relevant to sustainable financial performance
- Importance of intangibles and ESG reporting

Technology

- Electronic filing
- Digital consumption
- Digital transformation

MoUs vs environmental scan

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	Globalisation	Relevance	Technology
Basel Committee on Banking Supervision	✓	✓	
European Securities and Markets Authorities		✓	
International Actuarial Association		✓	
International Federation of Accountants	✓	✓	
International Forum of Accounting Standard-Setters (IFASS)	✓	✓	
International Integrated Reporting Council		✓	
International Organisation of Securities Commissions	✓	✓	
International Valuation Standards Council		✓	
World Bank	✓	✓	✓



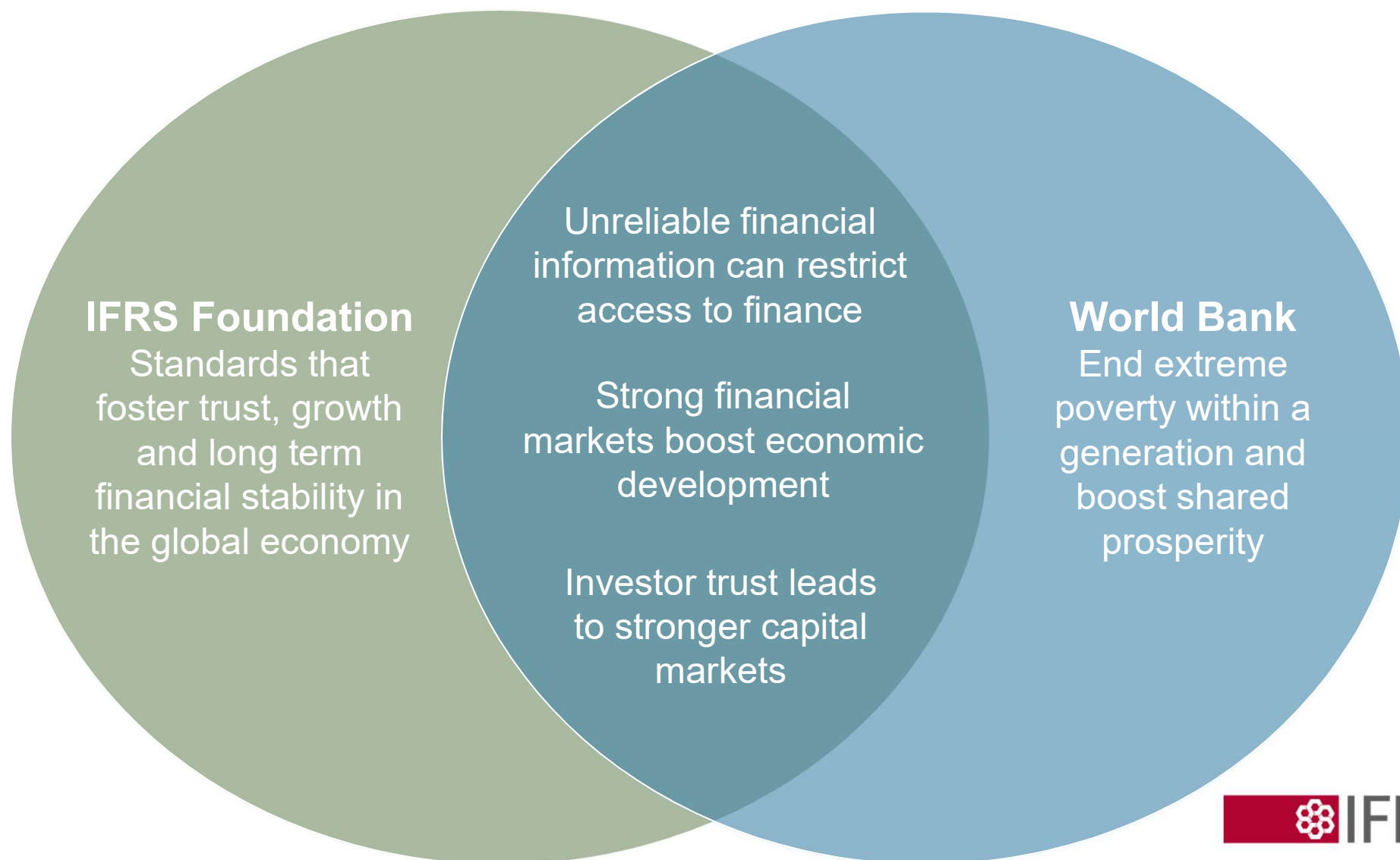
World Bank's perspective on cooperation

Pam O'Connell
Director and Chief Accountant

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Senior Operations Officer

World Bank and IFRS Foundation - Overlapping objectives

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Opportunities and challenges

Developing countries

Challenges

- Low level of resources for national standard setting
- Underdeveloped financial markets and A2F
- Low capacity/ incentives to implement faithfully
- Access to current, high quality IFRS translations

Opportunities

- Feedback on IFRS/IFRS for SMEs
- IFRS / IFRS SMEs adoption/ implementation

IFRS Foundation

Challenges

- Unlock expertise within IFRSF >> make available to developing economies
- Streamlining of various interactions

• Opportunities

- Partner for IFRSF work to develop adoption for IFRS/ IFRS for SMEs
- Leveraging partnerships and technology to support consistent application of IFRS

World Bank

Challenges

- Assisting private sector development
- Link with the twin goals
- Demonstrating results

Opportunities

- Centralised initiatives that can be delivered / funded at a regional / donor level
- Cooperation in jurisdictional monitoring (ROSC, IFRS profiles, IFAC / FSB, others)

A decade of successful cooperation

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Development of IFRS

IFRS Advisory Council, comment letters
IFRIC member;
SME Task Force

World Bank promotion of IFRS

Translation
Support for adopting countries, translation of training materials

Capacity building

Joint conferences, train the trainers, regulators, etc.

Monitoring
ROSC reports, IFRS jurisdictional profiles

Regional cooperation

Europe and Central Asia, Africa, Latin America

Questions for the Advisory Council

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1. In your organisation's experience, where have your strategic alliances achieved significant success – and why?
2. When considering the nature of the global strategic trends, with whom should we consider any strategic alliances?
3. What are the best ways to find the optimum return for the investments in the strategic alliances?
4. What should be the criteria for determining whether an organisation merits a strategic alliance?