IPSASB International Public Sector Accounting Standards Board®

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Meeting:	IPSASB Consultative Advisory Group	**Agenda Item**	For:
Meeting Location:	Manila, Philippines		☐ Approval
Meeting Date:	December 7, 2026	**4**	☒ Discussion
			☐ Information

NEXT STRATEGY CONSULTATION

Project summary	The objective of this project is to develop the next Strategy of the IPSASB. The IPSASB has developed its [draft] Strategy Consultation, which it intends to approve at its December 2026 meeting.	
Meeting objectives	***Topic***	***Agenda Item***
Discussion Items	Collecting Stakeholder Feedback on the Proposed New Strategy	4.1
Other Supporting Items	IPSASB Due Process Checklist	4.2

Prepared by: Eileen Zhou (November 2026)

The 'International Public Sector Accounting Standards Board', 'International Public Sector Accounting Standards', 'Recommended Practice Guidelines', 'International Federation of Accountants', 'IPSASB', 'IPSAS', 'RPG', 'IPSASB SRS', 'IFAC', the IPSASB logo, and IFAC logo are trademarks of IFAC, or registered trademarks and service marks of IFAC in the US and other countries.

Collecting Stakeholder Feedback on the Proposed New Strategy

Background

1. In June 2026, the IPSASB engaged the Consultative Advisory Group (CAG) regarding the natural evolution of the IPSASB's strategy in response to evolving public sector stakeholder needs. These evolving needs are a result of the growing uncertainty and complexity of the global environment and are a key driver of the recent call to action for the IPSASB to provide more implementation support.

2. As an integral part of the IPSASB's due process and governance, the CAG advises the IPSASB on strategic and technical matters. Thus, the IPSASB sought CAG advice on presenting its strategic evolution in a Consultation document, and the nature and impact of the proposed strategic evolution. CAG members strongly supported the IPSASB's intention to provide implementation support and emphasized the importance of linking the benefits of IPSASB Standards to stakeholder needs.

3. Advice from CAG members guided the IPSASB's development of its [draft] Strategy Consultation. Notably, the IPSASB:

   (a) **Crafted a potential new Strategic Objective and the three ways in which to deliver it**[1] – The IPSASB intends to answer the stakeholders' call to action by building on the existing strong foundation (its Standards) by bridging the gap between standards and practice. This reframes what it means to be a successful standard setter (as consistent application is crucial to supporting adoption) and emphasizes how the IPSASB contributes to the availability of high-quality information in the public sector;

   (b) **Articulated how the IPSASB views its role as an international standard setter in the public sector landscape, and how it engages with stakeholders** – The IPSASB recognizes the importance of being connected: listening actively (to understand important emerging challenges and the related decisions and accountability needs), and responding with agility (to contribute to the availability of information needed to meet those needs and to champion the benefits of the IPSASB's work); and

   (c) **Explained how the proposed strategic evolution intends to make a positive impact** – The IPSASB proposes to better center stakeholders and their needs as a timely and necessary response to the current landscape, and to accompany stakeholders on their public financial management reform journeys to adopt, apply, and advance in the public sector together.

4. The IPSASB plans to approve its [draft] Strategy Consultation (available in Appendix 1) at its December meeting and begin gathering stakeholder feedback in early 2027.

Session Objective

5. The IPSASB is seeking CAG advice on how to effectively solicit stakeholder feedback on the proposals in the Consultation to inform the finalization of the next Strategy in late 2027 before the intended launch in 2028.

Analysis

6. The next Strategy proposed in the [draft] Strategy Consultation represents an evolution and response to stakeholders' call to action. At the heart of the evolution is the IPSASB's renewed commitment to

[1] The proposed Strategic Objective is: "Empower users to take effective and informed action on important emerging public interest needs and challenges by enabling the provision of high-quality information in General Purpose Financial Reports (GPFRs)."

supporting stakeholders and how it will strengthen its contribution to the public interest. This emphasizes the importance of asking the right questions, and effectively engaging with stakeholders to understand whether the strategic evolution proposed will support stakeholders as intended.

Asking the Right Questions: Proposed Requests for Comments

7. Staff recommend the following three specific matters for comment (SMCs), related to the major elements of its proposed new Strategy (summarized in paragraph 3):

Focus of SMC	Rationale for Inclusion
[1] The proposed new Strategic Objective, and the three ways in which it will be delivered	It would be useful to understand if stakeholders agree with the new Strategic Objective, which presents the IPSASB's intention to empower the public sector to take effective and informed action on important emerging challenges. This would be achieved by: a) Developing high-quality reporting standards (IPSAS Accounting Standards and IPSASB SRS Standards) and maintaining this foundation; b) Supporting their consistent understanding and practical implementation (thereby bridging the gap between standards and practice); and c) Championing why information based on IPSASB Standards matters for, and are critical to, informed action to reach solutions to important emerging challenges. Together, these three key areas of work contribute to the provision of high-quality information in general purpose financial reports (GPFRs) and communicate the value and benefits of information based on IPSASB Standards.
[2] The active approach to championing IPSASB Standards and engaging stakeholders	It would be useful to understand if stakeholders agree with the IPSASB's proposed approach to engage with stakeholders in the public sector landscape, which acknowledges that as a global standard setter the IPSASB is embedded in a wider ecosystem of key players. To effectively serve the public interest, it must: • Listen actively (to understand important emerging challenges and the information needed to take action to address those challenges); and • Respond with agility (to develop resources and practical tools to support adoption and implementation and to link the value and benefits of IPSASB-based information to reaching solutions to important emerging challenges).
[3] The evolution to better center stakeholders and make a positive impact	It would be useful to understand if stakeholders agree that the proposed evolution of the strategy will better center them and their needs, and to understand if the proposed evolution will achieve the positive impact intended. The IPSASB intends to more actively support stakeholders and their needs by: • Answering the call for more implementation support by providing stakeholders with more resources and practical tools to understand, apply, and implement the IPSASB Standards, and thereby realize the value and benefits of information based on IPSASB Standards; and • Strengthening its focus on why IPSASB Standards matter for, and are critical to, informed action, by helping stakeholders better understand how IPSASB-based information empowers them to find solutions to important emerging challenges. The IPSASB intends to accompany stakeholders along their journeys to: • Adopt high-quality global standards, in the form of IPSASB Standards; • Apply IPSASB Standards with greater confidence, using the resources and tools provided by the IPSASB; and • Advance decisions and achieve greater accountability, using information based on IPSASB Standards.

8. The draft SMCs are available on page 13 of Appendix 1. Members are not required to review them.

Engaging Effectively with Stakeholders: Comprehensive Outreach with a Wide Range of Stakeholders

9. In June, some CAG members strongly advised the IPSASB to engage with a broader group of stakeholders and leverage existing relationships with regional and international partners for outreach opportunities. This advice:

   (a) Strongly aligns with the IPSASB's view that, as a global standard setter, it is embedded in a wider ecosystem of key players, and an active approach to stakeholder engagement is crucial to effectively serving the public interest; and

   (b) Is echoed in the IPSASB's intention to make every effort to engage with a wide range of different public sector stakeholders, both during the consultation process and beyond in executing its future Strategy. The IPSASB also strongly encourages individual jurisdictions and national stakeholders to undertake their own local outreach efforts to inform their own responses to the consultation.

10. The IPSASB will set an exposure period that allows for a robust outreach schedule. It expects to conduct a first detailed analysis of responses in September 2027.

11. Conducting a robust outreach schedule relies on the collective efforts and active engagement by the entire IPSASB community, including the CAG. By design, the CAG is a forum of representatives from across multiple functions and regions around the world and CAG members regularly provide useful and practical insights into public sector realities to support the IPSASB's strategic and technical work. As such, engagement by and support from CAG members are greatly welcome to help the IPSASB connect with a broad range of stakeholders on this Consultation. CAG members are encouraged to help the IPSASB facilitate a comprehensive outreach program to understand whether its proposed strategic evolution, proposed in the Consultation, will support public sector stakeholders as intended.

Questions for CAG Members:

1) Will the proposed specific matters for comment (in paragraph 7) effectively solicit feedback to help the IPSASB assess whether its proposed new Strategy would effectively serve the public interest and address stakeholders' needs?

2) Is there a specific stakeholder group in your region you could connect us with, to support the consultation process? Are there potential outreach events in your jurisdiction that the IPSASB could join to engage directly with specific stakeholder groups to collect feedback on the [draft] Strategy Consultation?

Appendix 1 – [draft] Strategy Consultation

1. This Appendix provides a copy of the [draft] Strategy Consultation developed by the IPSASB since June 2026. The IPSASB intends to approve the [draft] Strategy Consultation at its December 2026 meeting.

2. CAG members are not required to review this [draft] Strategy Consultation. It is provided for informational purposes only for any members that seek additional information about the IPSASB's proposed new Strategy. To effectively use plenary time on the Questions for CAG Members, please reach out directly to the Eileen Zhou (EileenZhou@ipsasb.org) if you have specific questions or comments related to the [draft] Strategy Consultation, or seek additional information to support you in preparing for the CAG discussion.

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2027 STRATEGY CONSULTATION

COMMENTS DUE [MM] [DD], 2027

[MONTH] 2027

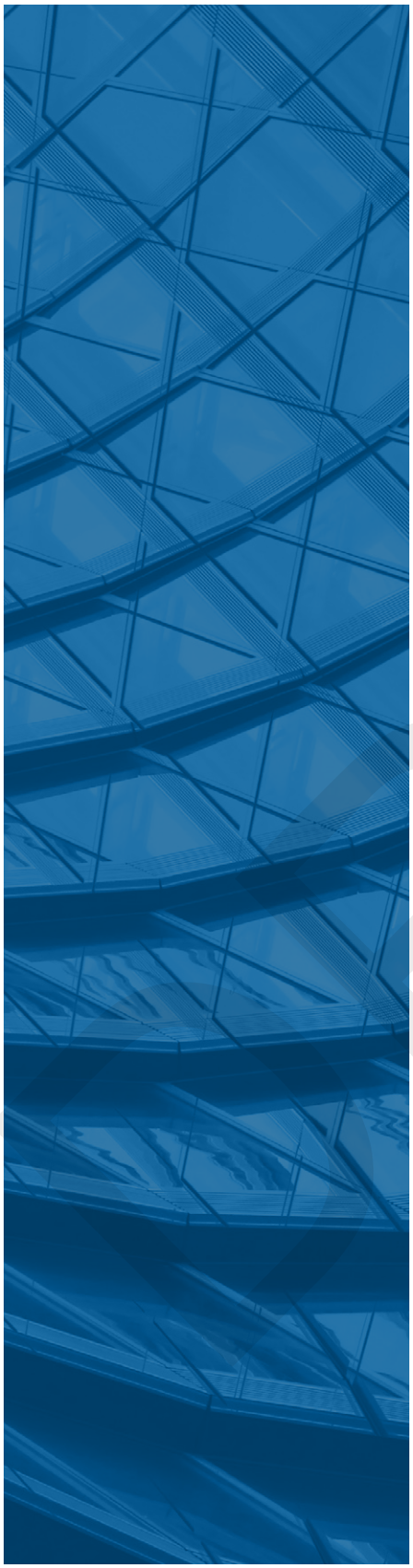
Adopt. Apply. Advance.

MISSION	The International Public Sector Accounting Standards Board® (IPSASB®) serves the public interest by developing high-quality accounting and sustainability reporting standards and other publications for use by public sector entities around the world in the preparation of General Purpose Financial Reports (GPFRs).
OUTPUTS	The IPSASB Standards include: • International Public Sector Accounting Standards® (IPSAS® Standards) which set out requirements for accrual-based financial reporting in General Purpose Financial Statements (GPFSs); and • IPSASB Sustainability Reporting Standards (IPSASB SRS™ Standards) which set out requirements for sustainability-related information in GPFRs. The IPSASB's non-authoritative guidance and other publications include: • The Conceptual Framework for General Purpose Financial Reporting by Public Sector Entities (the Conceptual Framework); • Recommended Practice Guidelines (RPG) and Practice Statement(s) applicable to the preparation and presentation of GPFRs; • Cash Basis IPSAS; • Materials to support the understanding and implementation of IPSASB Standards, and the understanding of why information based on IPSASB Standards matter for users to tackle important emerging public sector challenges; and • Staff papers and other documents.
IMPACTS	The use of the IPSASB Standards: • Enhances transparency through increasing comparability and quality of information: – To enable users to assess the current financial position of public sector entities; and – To evaluate the sustainability of public sector entities' activities and operations today and for future generations. • Contributes better information to develop solutions for important emerging needs and challenges, by informing actions that support: – Decision makers to tackle matters of public interest, provide or manage public resources, and build resilience in a complex global landscape; and – Users to hold governments and other public sector entities accountable to tackling competing public sector challenges with limited resources.
STRATEGIC INPUT	The IPSASB Consultative Advisory Group (CAG) is a forum comprised of representatives from public and private sector organizations and individuals that are interested in, or affected by, the IPSASB's work, including those engaged in the preparation, audit, or evaluation of public sector financial and sustainability reports. Interaction with the CAG is a key element of the IPSASB's due process.
OVERSIGHT	The IPSASB sets its standards in accordance with a transparent due process. The IPSASB's governance and standard-setting activities are overseen by the Public Interest Committee (PIC).
STRUCTURES AND PROCESSES	The structures and processes that support the IPSASB are facilitated by the International Federation of Accountants (IFAC).
FUNDING	The IPSASB receives ongoing financial support from IFAC, the Chartered Professional Accountants of Canada, the New Zealand External Reporting Board, the Government of Canada, and in-kind support from Asian Development Bank, its 17 volunteer board members from around the world, its technical advisors and official observers. The IPSASB often receives in-kind support each year to host some of the IPSASB's quarterly meetings and other activities. The IPSASB receives specific project financial support from the World Bank to develop its second IPSASB SRS, Climate-related Disclosures: Public Policy Outcomes.

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CHAIR'S MESSAGE



Thomas Müller-Marqués Berger
IPSASB Chair

As I began my tenure as Chair of the International Public Sector Accounting Standards Board (IPSASB) in 2026, I reflected on the remarkable progress we have made and the opportunities that lie ahead. Under the leadership of my predecessors, the IPSASB has developed a comprehensive suite of high-quality international standards, providing a strong foundation for advancing transparency, accountability, and informed decision-making in the public sector.

Our proposed new strategy builds on this foundation, reflecting a natural evolution in response to today's rapidly changing and increasingly uncertain global environment. As the public sector faces growing uncertainty, it becomes increasingly important for the IPSASB to be closely connected to you, our stakeholders around the world, understand your evolving realities and information needs, and focus our efforts on where we can make the greatest difference.

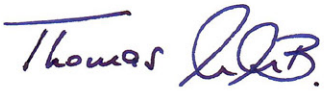
At the heart of this proposed evolution is our renewed commitment to not just support you by issuing standards but also to empower you to take effective and informed action – no matter where you are and what role you play in the international public sector landscape. This commitment is based on a better and more comprehensive understanding of your needs to ultimately find solutions to public sector challenges amidst increasing uncertainty. We aim to strengthen our contribution to the public interest by:

- Bridging the gap between standards and practice, through new initiatives that support the understanding and implementation of IPSASB Standards, thereby equipping preparers and others in the reporting landscape with the resources they need to produce high-quality reporting information; and
- Communicating the value and benefits of IPSASB Standards by championing why they matter and how the information they generate can empower users to make informed decisions and be accountable to tackling important emerging public sector challenges.

Developing high-quality global standards will remain the foundation of our work. But with this evolution, we now aspire to accompany you on your journey to adopt high-quality reporting standards, apply them with greater confidence, and realize the benefits to advance your decisions and achieve greater accountability.

Our proposed next strategy is our response to your call to action. We listened, and we heard you. Now again, your voice is essential to shape our next chapter, as we strive to enable you to find solutions to the issues that matter most. Please share your views on the proposed strategy, connect with us, and engage with us to seek implementation support, exchange experiences with peers, or contribute your expertise and ideas.

I very much look forward to your feedback and engagement to strengthen our collective impact and advance public sector reporting *together!*



Thomas Müller-Marqués Berger
IPSASB Chair

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WHAT WE ARE PROPOSING AND WHY

As the world evolves, so do the information needs of public sector stakeholders. The IPSASB must continually assess how best to meet the needs of our stakeholders as an international standard setter. This Consultation proposes how the IPSASB intends to evolve its strategy to meet those evolving needs, which reflects:

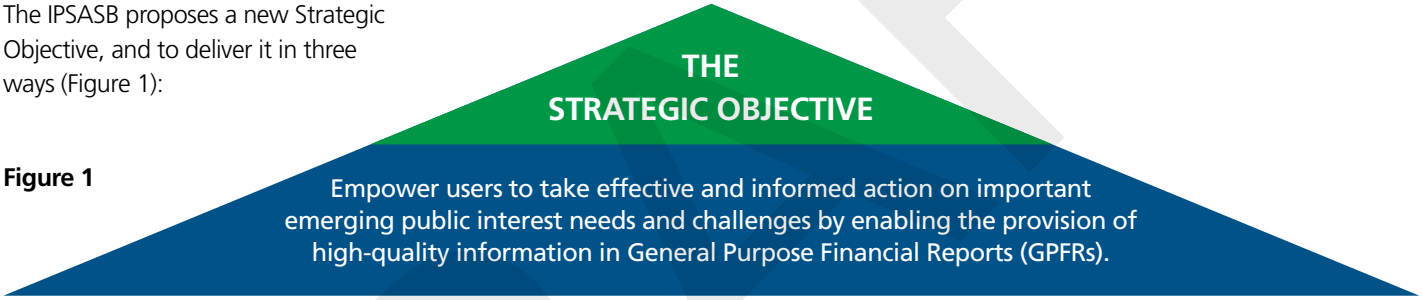
1. A reframing of IPSASB's role as an international standard setter in response to the current global environment – to not only develop high-quality public sector financial and sustainability reporting standards, but also to answer the public call to action to actively support their consistent understanding and implementation; and

2. A greater emphasis on championing why IPSASB Standards matter to develop the solutions to important emerging public sector challenges – to effectively serve the public interest, the IPSASB must actively communicate how information based on IPSASB Standards are critical to develop those solutions. This information enables users to make informed decisions and hold entities accountable (hereafter referred to as 'take informed actions') to tackle important emerging public sector challenges, manage long-term fiscal sustainability, and sustain essential public services for current and future generations.

A NEW STRATEGIC OBJECTIVE

The IPSASB proposes a new Strategic Objective, and to deliver it in three ways (Figure 1):

Figure 1



DELIVERING GLOBAL STANDARDS.

Developing and maintaining IPSAS® Accounting Standards and IPSASB SRS™ Standards, to empower public sector entities globally to tackle public interest needs and challenges.

This includes:

- Developing new IPSASB Standards[1] (i.e., setting principles and requirements)
- Supporting consistent understanding of IPSASB Standards (i.e., helping apply them)
- Maintaining existing IPSASB Standards (i.e., revising them)

SUPPORTING PRACTICAL IMPLEMENTATION.

Providing practical implementation support materials and other resources, to support the effective understanding and implementation of IPSASB® Standards.

This includes:

- Facilitating global forums and communities of practice
- Offering additional resources

CHAMPIONING WHY IPSASB STANDARDS MATTER FOR INFORMED ACTION.

Championing the essential value of information based on IPSASB Standards and their Public Financial Management (PFM) benefits, and how they help stakeholders make informed decisions and be accountable for tackling competing public sector challenges with limited resources.

This includes:

- Championing the value and benefits
- Engaging with stakeholders
- Supporting external initiatives

[1] When developing global standards, the IPSASB draws on relevant guidance from IFRS Accounting Standards, IFRS Sustainability Disclosure Standards, and Government Finance Statistics to maintain alignment and reduce unnecessary differences where appropriate. See further details about the IPSASB's formal processes, available on the IPSASB website.

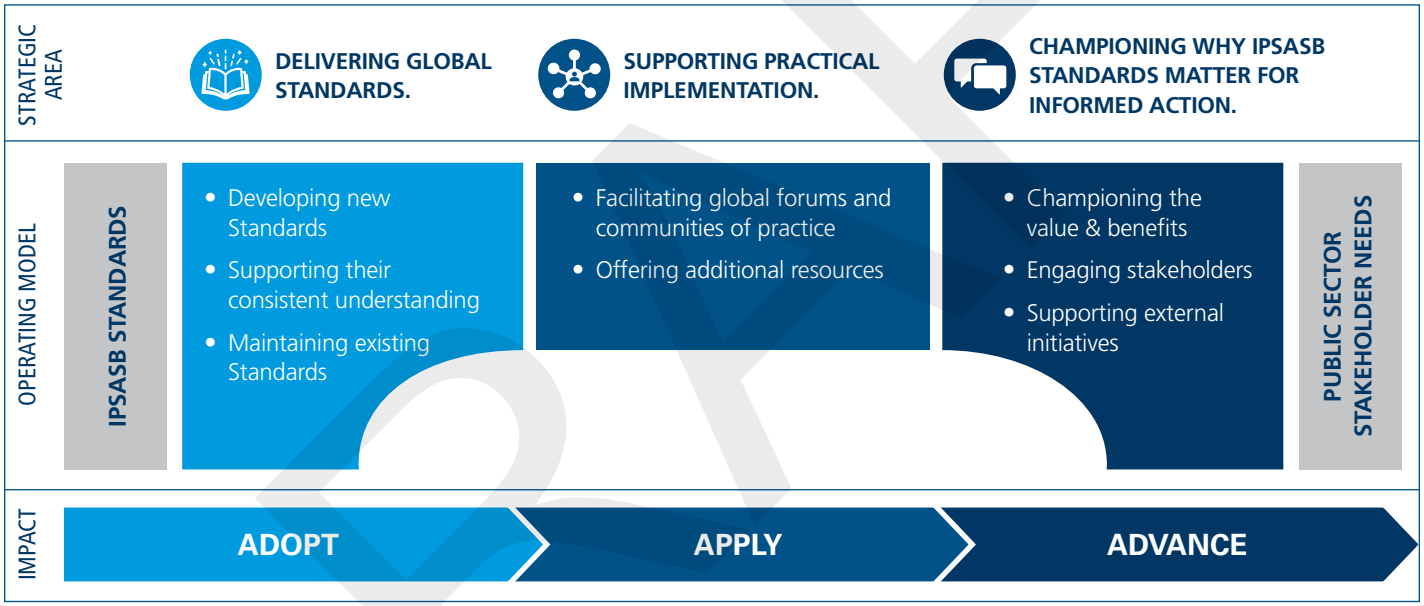
Delivering global standards continues to be the core of the IPSASB's work as the global public sector standard setter. This focus has led to a comprehensive suite of standards for reporting in financial statements (IPSAS Accounting Standards) and reporting outside of financial statements (IPSASB SRS Standards) in GPFRs.

ACHIEVING THE NEW STRATEGIC OBJECTIVE

To address evolving information needs and achieve its proposed new Strategic Objective, the updated operating model (Figure 2):

- **Retains standard-setting as the core of its work** – By continuing its activities to deliver global standards, the IPSASB ensures that high-quality public sector financial reporting and sustainability standards are available for use by public sector entities around the world to prepare GPFRs;
- **Expands its implementation initiatives**[2] – By doing so, the IPSASB acknowledges that effectively serving the public interest includes not only developing high-quality IPSASB Standards but also actively supporting the consistent understanding and implementation of those Standards; and
- **Takes a more active approach to stakeholder engagement** – By promoting the benefits and value of information based on IPSASB Standards, the IPSASB champions why its standards matter and are critical to develop solutions to address important emerging public sector challenges.

Figure 2



Note: This illustration summarizes the activities and initiatives within the IPSASB's operating model, and is not to scale (i.e., not reflective of resources allocated).

This updated operating model provides the IPSASB the agility and flexibility to allocate resources, when available, to standard-setting or to other activities and initiatives to deliver on its Strategic Objective. It enables the IPSASB to:

- **Be agile** in understanding real-world challenges, and addressing prevalent public sector issues and information needs;
- **Deliver** a comprehensive set of resources, which present clear principles and requirements for reporting and provide implementation tools to help bridge the gap for stakeholders, so they can realize the benefits of IPSASB-based information; and
- **Ensure** a timely feedback mechanism to maintain the relevance of the IPSASB Standards in the PFM landscape, where information and reporting needs evolve at increasing speed and unpredictability, and to keep pace with this reality.

This updated operating model will continue to be supported by a strong governance process, through oversight by the Public Interest Committee (PIC) and advice from the Consultative Advisory Group (CAG), to ensure the IPSASB's standard-setting activities are in the public interest.

[2] The IPSASB recently launched the Financial Reporting Implementation Forum (FRIF) as a platform for implementation leaders to exchange relevant experiences and discuss practical challenges of IPSAS Accounting Standards when existing requirements are considered sufficiently clear, similar to the IPSASB's existing Sustainability Implementation Forum (SIF). The IPSASB is also introducing IPSASB Explains to provide practical materials to support the understanding of key principles and concepts in IPSASB Standards, offer practical tools and examples, and explain benefits and usefulness of resulting information. Please visit the IPSASB website to learn more.

[pending IPSASB decision on December 2026 Agenda Item 3.A.2]

SPECIFIC MATTER FOR COMMENT 1 (SMC 1)

The IPSASB proposes a new Strategic Objective to meet the evolving needs of public sector stakeholders.

a) Do you agree with the IPSASB's proposed new Strategic Objective?
Empower users to take effective and informed action on important emerging public interest needs and challenges by enabling the provision of high-quality information in General Purpose Financial Reports (GPFRs).

b) Do you agree with the IPSASB's proposal to deliver this Strategic Objective through the three key areas of work?
Specifically: Delivering Global Standards, Supporting Practical Implementation, and Championing Why IPSASB Standards Matter for Informed Action.

If you do not agree, please explain your reasoning and share your proposed alternatives.

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WHAT IT MEANS FOR STAKEHOLDERS

COMPREHENSIVE SET OF RESOURCES

The IPSASB's proposed new strategy will renew its commitment to providing a comprehensive set of resources for use by public sector entities around the world. Its standard-setting and activities and initiatives lead to:

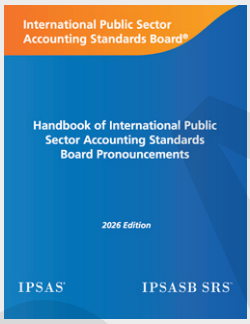
GLOBAL REPORTING STANDARDS AND OTHER GUIDANCE

Guidance in IPSASB Standards:

- IPSAS Accounting Standards
- IPSASB SRS Standards

Other guidance, including:

- The Conceptual Framework
- Recommended Practice Guidelines
- Practice Statements



ADDITIONAL RESOURCES

Materials that:

- Provide an overview of key concepts, principles, and requirements
- Provide practical tools and information to support implementation
- Give insights into developments and conclusions, and alignment with other reporting frameworks
- Promote the benefits of IPSASB Standards and why they matter for informed action

This repository of resources will equip preparers of GPFRs to effectively meet the information needs of their users, as:

- The IPSASB Standards (in the Handbook of International Public Sector Accounting Standards Board Pronouncements) present clear principles and requirements, including authoritative and non-authoritative guidance, subject to due process; and
- Other resources (on the IPSASB website[3]) provide (or will provide) practical implementation tools to understand and apply the IPSASB Standards.

This set of resources will also support other activities related to planning and preparation for PFM reforms, capacity building, and ongoing reporting requirements to respond to information needs.

See the Appendix for more details regarding the IPSASB's comprehensive set of resources, and visit the IPSASB website for more information.



[3] The IPSASB is exploring ways to restructure its website to help stakeholders more easily locate and access these resources.

CHAMPIONING IPSASB STANDARDS

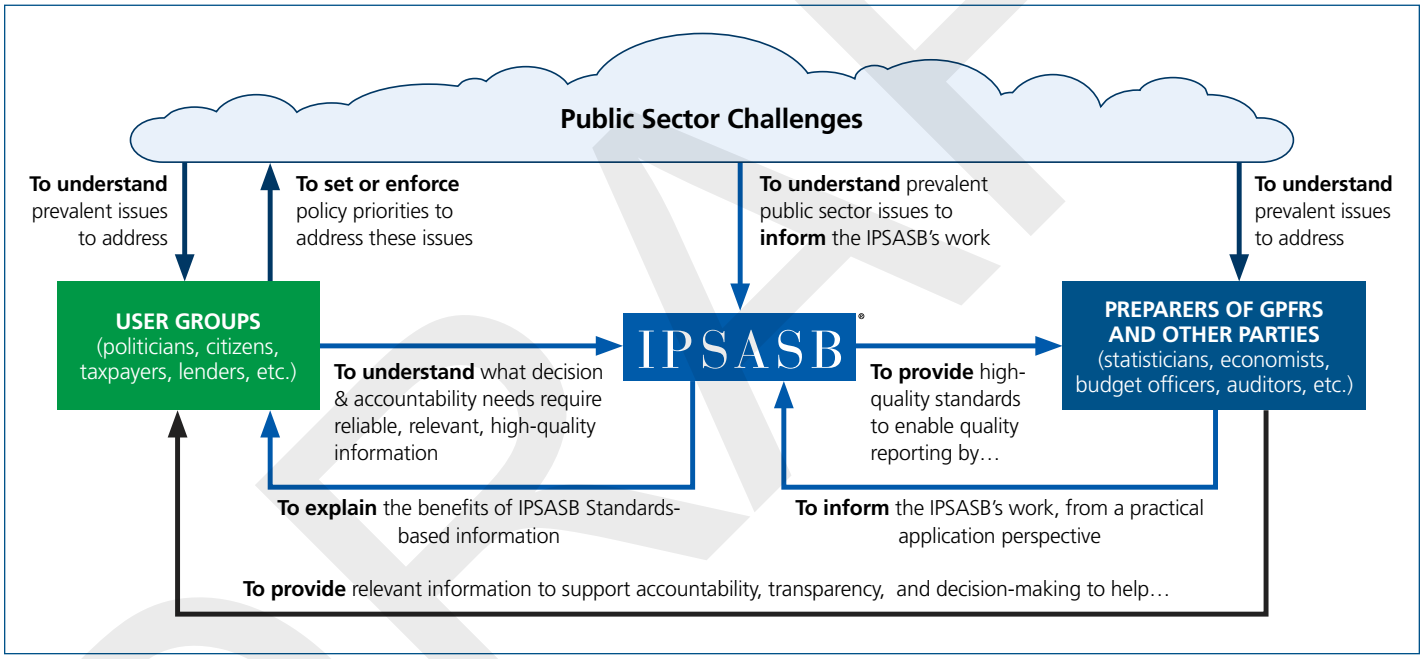
Reliable, relevant, and high-quality information is essential for informed accountability and decision-making. As governments and other public sector entities respond to both ongoing and emerging challenges, the need for such information is amplified to effectively manage scarce public resources and to strengthen transparency and accountability – both of which are crucial to building and maintaining trust in public institutions.

The IPSASB's proposed new Strategy emphasizes two important elements of its relationship with public sector stakeholders: how it listens to stakeholders, and how it responds to stakeholders. This relationship enables the IPSASB to contribute to the availability of reliable, relevant, and high-quality information, as information based on IPSASB Standards serves as an important foundation and powerful tool.

HOW WE LISTEN

As a global standard setter, the IPSASB is embedded in a wider ecosystem of key players serving the public interest (Figure 3). The IPSASB must understand public sector challenges and the actions needed to address them, whether through decisions made, or accountability enforced, by other key players in the ecosystem. While the IPSASB itself does not develop solutions to these challenges, it plays a crucial role in empowering others to do so using reliable, relevant, and high-quality information based on the IPSASB Standards.

Figure 3



Under the proposed new Strategy, the IPSASB will take a more active role to understand important emerging challenges, and the decisions and accountability needs necessary to address them. This approach directly informs the IPSASB's work and provides the opportunity to champion the benefits of IPSASB Standards-based information through the adoption of IPSASB Standards to address those challenges.

To actively listen to and engage with stakeholders, the IPSASB will maintain its existing stakeholder engagements (as outlined in its governance process) while:

- **Engaging** actively with the wide spectrum of different public sector stakeholders to understand urgent public sector issues and objectives, and what information is needed to address or achieve them;
- **Enhancing** its engagement with preparers of GPFRs and provide new global platforms to share experiences and knowledge, foster connections, and to support IPSASB Standards implementation;
- **Strengthening** its engagement with other parties who prepare other sources of information that inform decision-making and support the discharge of accountability; and
- **Championing** the value and benefits of IPSASB Standards-based information directly to user groups, thereby encouraging and increasing the demand for IPSASB Standards adoption across the broader public sector landscape.

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HOW WE RESPOND

Under the proposed new Strategy, the IPSASB will be better connected to public sector needs by maintaining an understanding of important emerging public sector challenges and the information needs to address them. This in turn will help the IPSASB ensure its activities and initiatives contribute to the availability of high-quality information to support informed action to address those challenges:

Be aware of important emerging public sector needs and challenges → **Identify** the decisions or accountability matters related to them → **Understand** what information is needed to inform those decisions or accountability matters → **Shape** the IPSASB's future work program, along with other stakeholder feedback

The IPSASB is well-positioned to champion the benefits and the value of information based on IPSASB Standards, and articulate why they matter to develop the solutions necessary to address important emerging public sector challenges. To effectively champion the benefits of IPSASB Standards-based information, the benefits are:

- **Articulated** in the context and perspective most relevant to each stakeholder group, with practical cases, to directly communicate the impact and value on their accountability and decision-making needs.
- **Connected** to the IPSASB Standards, both individually and as a whole, whose application will generate the relevant information that is essential for tackling important emerging public sector needs and challenges.
- **Delivered** through proactive engagement with the various stakeholder groups, with the support of the IPSASB's regional and international partners, to better help them understand the benefits and realize the value of GPFRs based on IPSASB Standards in tackling current and future public sector challenges.

[pending IPSASB decision on December 2026 Agenda Item 3.A.2]

SPECIFIC MATTER FOR COMMENT 2 (SMC 2)

The IPSASB acknowledges that it is embedded in a wider ecosystem of key players serving the public interest, and that it must understand public sector challenges and the information needed to address those challenges to effectively serve the public sector in its role as a global standard setter. Do you agree with the IPSASB's proposed approach to actively listen to and engage with stakeholders?

If you do not agree, please explain your reasoning and share your proposed alternatives.

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WHAT IS OUR INTENDED IMPACT

CENTERING STAKEHOLDERS

The proposals in this Consultation are the IPSASB's timely and necessary response to the current PFM landscape, where needs of public sector stakeholders continue to evolve at increasing speed and as the public sector globally faces growing uncertainty. This consultation represents an important shift in the IPSASB's intended impact on the international public sector, reflecting two major steps forward in supporting stakeholders around the world:

A more active role in supporting implementation

Stakeholders will have more resources and practical tools available to understand, apply, and implement the IPSASB Standards, and realize the value and benefits of information based on IPSASB Standards.



A stronger focus on why IPSASB Standards matter for, and are critical to, informed action

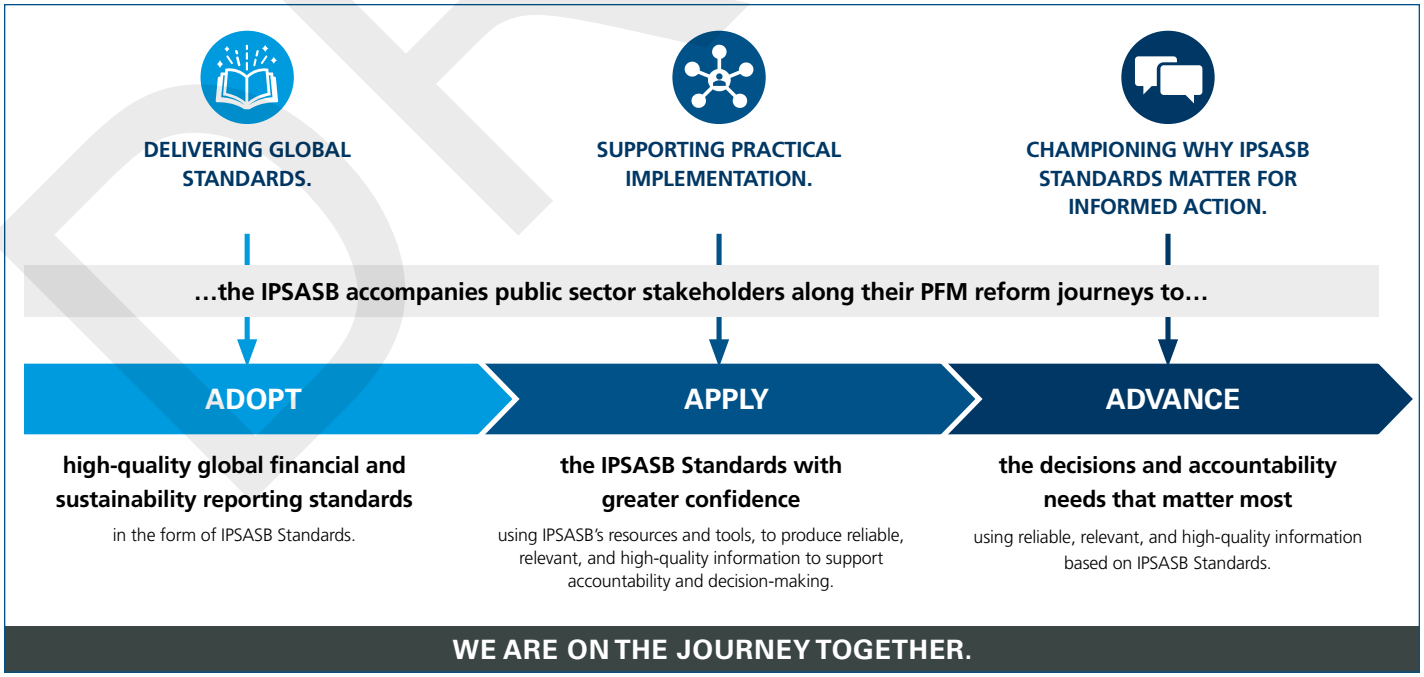
Stakeholders will better understand how information based on IPSASB Standards empowers them to find solutions to important emerging public sector issues and challenges.

This evolution enables the IPSASB to effectively support public sector stakeholders, and serve the public interest by clearly focusing on the pressing questions governments and societies face and the information they need to do so. It reflects an evolution in how the IPSASB intends to deliver value in its role as a standard setter, as a natural reaction to the evolving needs of public sector stakeholders and in the face of increasing geopolitical complexity, global uncertainty, and urgent challenges.

ACCOMPANYING THE JOURNEY

Under the proposed new Strategy, the IPSASB intends to be on the journey together with stakeholders by (Figure 4):

Figure 4



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[pending IPSASB decision on December 2026 Agenda Item 3.A.2]

SPECIFIC MATTER FOR COMMENT 3 (SMC 3)

Through this proposed new Strategy, the IPSASB intends to make a more positive impact on the international public sector and accompany stakeholders on their PFM reform journeys by taking a more active role in supporting implementation and committing to a stronger focus on why IPSASB Standards matter for and are critical to informed action. Do you agree that the IPSASB's proposed approach will better center stakeholders and support their journeys to adopt, apply, and advance in the public sector together?

If you do not agree, please explain your reasoning and share your proposed alternatives.

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REQUEST FOR COMMENTS

This Strategy Consultation was developed and approved by the IPSASB. Comments are requested by [MM] [DD], [YYYY].

The proposals presented in this Strategy Consultation document may be modified after the consultation period, based on the comments received, for the final Strategy document.

SPECIFIC MATTERS FOR COMMENT (SMCs)

[pending IPSASB decision on December 2026 Agenda Item 3.A.2]

SPECIFIC MATTER FOR COMMENT 1 (SMC 1)

The IPSASB proposes a new Strategic Objective to meet the evolving needs of public sector stakeholders.

a) Do you agree with the IPSASB's proposed new Strategic Objective?
Empower users to take effective and informed action on important emerging public interest needs and challenges by enabling the provision of high-quality information in General Purpose Financial Reports (GPFRs).

b) Do you agree with the IPSASB's proposal to deliver this Strategic Objective through the three key areas of work?
Specifically: Delivering Global Standards, Supporting Practical Implementation, and Championing Why IPSASB Standards Matter for Informed Action.

If you do not agree, please explain your reasoning and share your proposed alternatives.

SPECIFIC MATTER FOR COMMENT 2 (SMC 2)

The IPSASB acknowledges that it is embedded in a wider ecosystem of key players serving the public interest, and that it must understand public sector challenges and the information needed to address those challenges to effectively serve the public sector in its role as a global standard setter. Do you agree with the IPSASB's proposed approach to actively listen to and engage with stakeholders?

If you do not agree, please explain your reasoning and share your proposed alternatives.

SPECIFIC MATTER FOR COMMENT 3 (SMC 3)

Through this proposed new Strategy, the IPSASB intends to make a more positive impact on the international public sector and accompany stakeholders on their PFM reform journeys by taking a more active role in supporting implementation and committing to a stronger focus on why IPSASB Standards matter for and are critical to informed action. Do you agree that the IPSASB's proposed approach will better center stakeholders and support their journeys to adopt, apply, and advance in the public sector together?

If you do not agree, please explain your reasoning and share your proposed alternatives.

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APPENDIX

ADDITIONAL DETAILS: COMPREHENSIVE SET OF RESOURCES

The IPSASB's standard-setting and implementation support activities and initiatives lead to a high-quality, comprehensive set of resources for public sector stakeholders. These resources are primarily authored by the IPSASB members, Staff (on behalf of the IPSASB members), or IFAC (in collaboration with the IPSASB members and Staff). This Appendix summarizes these resources, organized by their primary purpose and primary author. Please visit the IPSASB website for more information about the IPSASB's activities and initiatives, and resources.

PRIMARY PURPOSE	TYPES OF RESOURCES			
GUIDANCE	**Specific principles and requirements:** • IPSAS Accounting Standards • IPSASB SRS Standards	**Foundational principles and requirements:** • Conceptual Framework	**Good practice or guidelines:** • Recommended Practice Guidelines (RPGs) • Practice Statement(s)	Developed by the IPSASB members
OVERVIEWS	**As a high-level overview of a new pronouncement:** • At-a-Glance documents • Webcasts	**As a detailed overview about specific principles and requirements:** • IPSASB Explains*		Developed by the IPSASB Staff
IMPLEMENTATION SUPPORT	**Practical implementation support via information databases:** • IAG webpage • FRIF webpage* • SIF webpage*	**Practical tools to support implementation:** • IPSASB Explains* • Staff Q&As	**Practical considerations and thought leadership:** • Pathways to Accrual • Implementing IPSAS: A Guide for Trainers DEVELOPED BY IFAC	
ADDITIONAL INSIGHTS	**Insights into how the IPSASB reached certain conclusions:** • Consultation Summaries • Feedback Statements	**Insights into alignment with other reporting frameworks:** • IPSAS-IFRS Alignment Dashboard • IPSAS-GFSM Alignment Dashboard	**Insights into development of pronouncements:** • Project-specific webpages	
BENEFITS FOR THE PUBLIC SECTOR	**Benefits of specific IPSASB Standard(s):** • IPSASB Explains*	**Benefits of IPSASB Standards as a whole:** • IPSASB Explains*		

= includes authoritative guidance * = coming soon

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Agenda Item 4.2

IPSASB Due Process Checklist

Project: Next Strategy

Greyed out portions of the checklist refer to due process elements reviewed by the IPSASB's Public Interest Committee.

#	Due Process Requirement	Yes/No	Comments
A. Project Brief			
A1.	A proposal for the project (project brief) has been prepared that highlights key issues the project seeks to address.	Yes	This initiative does not involve the revision or development of an International Standard. Accordingly, a formal project proposal was not required and therefore not developed. However, the IPSASB discussed the parameters and foundation of the next Strategy at its June 2026 IPSASB meeting, and considered the advice obtained from CAG members at the June 2026 CAG meeting.
A2.	The IPSASB has approved the project in a public meeting.	Yes	
A3.	The IPSASB CAG has been consulted on the project brief.	Yes	
B. Development of Proposed International Standard			
B1.	The IPSASB has considered whether to issue a consultation paper or undertake other outreach activities to solicit views on matters under consideration from constituents.	Yes	[Pending December 2026 meeting, where the IPSASB intends to approve the 2027 Strategy Consultation, potentially for a 5-month exposure period beginning late January 2027. The exposure period will allow for a robust outreach schedule to gather stakeholder feedback.]
B2.	If comments have been received through a consultation paper or other public forum, they have been considered in the same manner as comments received on an exposure draft.	TBD	[Pending December 2026 meeting, where the IPSASB intends to approve the 2027 Strategy Consultation to solicit feedback, both through comment letters and through direct engagement at outreach events and regional roundtables.]
B3.	The IPSASB CAG has been consulted on significant issues during the development of the exposure draft.	TBD	The IPSASB consulted the CAG at its June 2026 and received the advice at the IPSASB's June 2026 meeting. The IPSASB will again consult the CAG and receive advice at its December 2026 meeting. CAG members' advice has directly influenced the IPSASB's

#	Due Process Requirement	Yes/No	Comments
			development of the [draft] Strategy Consultation between July-December 2026.
B4.	The IPSASB has approved the issue of the consultation documents.	TBD	[Pending December 2026 meeting, where the IPSASB intends to approve the 2027 Strategy Consultation]
C. Public Exposure			
C1.	The approved exposure draft has been posted to the IPSASB website for public comment for an appropriate period.	TBD	[Pending]
C2.	Comments on the exposure draft have been posted to the IPSASB website after the end of the exposure period.	TBD	[Pending]
D. Consideration of Respondents' Comments on an Exposure Draft			
D1.	Staff have provided the IPSASB, as part of the public agenda papers, with an analysis summarizing the significant issues raised by respondents, outlined their proposed disposition, and, as appropriate, explained why significant changes recommended by respondents have or have not been accepted.	TBD	[Pending]
D2.	The IPSASB has deliberated significant matters raised in the comment letters, and significant decisions have been minuted.	TBD	[Pending]
D3.	The IPSASB has considered whether there are any issues raised by respondents, in addition to those summarized by Staff, that it considers should have been discussed by the IPSASB.	TBD	[Pending]
D4.	The IPSASB CAG has been consulted on significant issues raised by respondents to the exposure draft and the IPSASB's related responses.	TBD	[Pending]

#	Due Process Requirement	Yes/No	Comments
D5.	Significant comments received through consultation with the IPSASB CAG are brought to the IPSASB's attention. Staff have reported back to the IPSASB CAG the results of the IPSASB's deliberations on those comments received from the CAG.	TBD	[Pending]
D6.	The IPSASB has assessed whether there has been substantial change to the exposed document such that re-exposure is necessary.	TBD	[Pending]
D7.	If applicable, the IPSASB has voted on a resolution in favor of re-exposure.	TBD	[Pending]
D8.	The basis of the IPSASB's decision with respect to re-exposure has been minuted.	TBD	[Pending]
D9.	If the exposure draft has been re-exposed, the explanatory memorandum accompanying the re-exposure draft explains the reasoning for re-exposure and the changes made as a result of the earlier exposure.	TBD	[Pending]
E. Approval			
E1.	The Program and Technical Director has confirmed to the IPSASB that due process has been followed effectively, and the final standard is approved for issuance.	TBD	[Pending]
E2.	The IPSASB has approved the final revised content of the exposed standard in accordance with its Terms of Reference.	TBD	[Pending]
E3.	If applicable, the IPSASB has set an effective date for application of the final standard.	TBD	[Pending]
E4.	The IPSASB's basis for conclusions has been prepared and included in the final standard.	TBD	[Pending]

Completed by: IPSASB Staff as of November 2026.