Work Program Consultation – June 2026 CAG Report Back

1. A summary of the advice provided by CAG members from the June 2026 CAG Meeting and how the IPSASB staff has responded to the CAG member comments are included in the table below:

Representatives' and Observers' Comments	IPSASB Staff Response
June 2026 CAG Meeting Comments	
IPSASB Director, Dave Warren, provided relevant background regarding the IPSASB's Work Program Consultation, and shared a summary of constituent feedback received. Mr. Warren asked CAG members to consider the following questions: • Question 1 – How should the IPSASB balance stakeholder feedback calling for a slower place and greater focus on implementation support when setting priorities for new financial reporting projects to add to its Work Program? • Question 2 – Based on how their jurisdictions support the adoption and implementation of accrual-based accounting standards, what advice would the CAG provide to the IPSASB to advance the initiative?	
The CAG members commented on Question 1 as follows:	
1. Ms. Faye shared that some countries lack the capacity to keep pace with the speed at which the suite of IPSAS Standards has grown. Ms. Faye encouraged the IPSASB to help countries implement current IPSAS Standards, rather than develop new Standards, which will empower these countries to establish a solid foundation on which to apply IPSAS Standards.	Noted by IPSASB staff. This feedback was shared with the IPSASB at the June 2026 meeting. The IPSASB agreed to place a greater focus on implementation support. This includes several new initiatives to support the adoption and implementation of existing IPSASB Standards. Two of the new initiatives the IPSASB agreed to dedicate resources to are the Financial Reporting Implementation Forum (FRIF) and IPSASB Explains.
2. Mr. Winrow noted that, given the strength of the Conceptual Framework and the current suite of IPSAS Standards, additional financial reporting standards are not needed at this time. Thus, he advocated for the IPSASB to focus on post-implementation reviews and implementation support for existing IPSAS Standards, rather than new standard-setting projects. Jurisdictions are already facing challenges implementing all current IPSAS Standards and it is a larger reputational risk if the IPSAS Standards are not used.	See response to comment 1 above.

3.	Ms. Dar supported slowing down the development of new IPSAS Standards but advised the IPSASB remain responsive to emerging issues. She cautioned against shifting entirely to maintenance activities. Ms. Dar suggested extending and staggering effective dates of Standards to reduce the burden of multiple standards being implemented at the same time. In addition, she suggested that additional implementation guidance and illustrative examples could support adoption efforts.	See response to comment 1 above. Some of the new and ongoing initiatives – such as the FRIF and IPSASB Application Group (IAG) – enable the IPSASB to connect directly with stakeholders to understand their issues. Issues are logged by IPSASB staff to address using the correct initiative.
4.	Mr. Braham supported shifting resources towards implementation support, and acknowledged there is standards-setting fatigue worldwide. He advised the IPSASB to review the existing suite of IPSAS Standards and understand why some Standards are not being applied in practice (e.g. IPSAS 35, *Consolidated Financial Statements,* IPSAS 42, *Social Benefits,* etc.). He noted that, while the Standards may be conceptually sound, there may be factors preventing their implementation. Mr. Braham recommended that given limited IPSASB resources, the IPSASB partner with institutions such as the World Bank, International Monetary Fund, and European Commission to provide implementation support. He also noted the high rate of IPSAS Standards adoption among jurisdictions in Latin America and suggested that the IPSASB examine the factors that have contributed to successful adoption in the region.	See response to comment 1 and 3 above.

5. Mr. Ndurunduru echoed Ms. Faye's comments and added that, while IPSAS Standards are high quality and technically sound, many entities continue to face challenges implementing them. He supported slowing the pace of new standard-setting work, but not stopping entirely. He encouraged focusing on supporting the adoption and implementation of IPSAS Standards so that the benefits of applying the Standards can be realized.	See response to comment 1 above.
6. Mr. Gourfinkel supported focusing the IPSASB's Work Program for the next few years on developing implementation support materials, including practical guidelines, roadmaps, training materials, and e-learning materials, for both IPSAS Standards and IPSASB SRS Standards. He noted that the World Bank would be willing to support such initiatives, and encouraged partnerships with other development partners to create synergies in the provision of technical assistance to jurisdictions based on the resources and materials developed by the IPSASB. Such coordination would help avoid duplication of implementation materials and reduce confusion regarding which materials should be relied upon.	See response to comment 1 above.

7.	Ms. Al Shamsi supported the proposed rebalancing of activities. Given the maturity of the suite of IPSAS Standards and the significant number of Standards issued in recent years, she noted the value of placing greater emphasis on completing current projects, maintaining existing standards, and strengthening implementation support. She noted that projects should not be considered complete when a standard is issued, as successful implementation also requires practical guidance, examples, and education support. Ms. Al Shamsi also advised the IPSASB apply a high threshold when selecting new projects to ensure they address a clear public sector need, respond to stakeholder priorities, and have a strong public interest value. She emphasized that implementation support should be tailored to different stakeholder groups, including preparers, ministries of finance, auditors, and oversight bodies, and should be linked to broader PFM initiatives, such as asset management, budgeting, fiscal transparency, and accountability to maximize the impact of adopting IPSAS Standards.	See response to comment 1 above.

8.	Ms. Hall supported a pause in the development of new IPSAS Standards. However, she stated that the IPSASB should continue its work on sustainability reporting, noting the importance of developing a foundational general sustainability reporting standard (e.g., an IPSASB SRS equivalent to IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information*) for the public sector. Ms. Hall also noted she would like to see greater cohesion of standards and highlighted the usefulness of implementation guidance that maps to the updated IFAC and CIPFA "International Framework: Good Governance in the Public Sector," in regard to governance and risk.	See response to comment 1 above.
9.	Ms. Buljubasic agreed with previous comments by Ms. Dar and Ms. Faye. Considering the IPSASB's strategic objective, she supported shifting the IPSASB's focus towards implementation, as success is not just developing high quality standards, but their consistent and effective application globally. At the same time, she noted that the IPSASB should continue to address emerging issues and public sector challenges. She advised prioritizing projects that address the most significant reporting gaps and accountability risks, while giving sufficient attention to implementation support and understanding how existing standards are operating in practice.	See response to comment 1 above.

10.	Ms. Zhou, on behalf of Mr. Chughtai, noted his support for slowing the pace of new standard-setting work, given the number of IPSAS Standards issued in recent years. Mr. Chughtai also suggested consolidating insights from the FRIF, IPSASB Application Group (IAG), and Academic Advisory Group (AAG) and considering whether issues raised through these forums could provide a more user-focused approach to guiding the IPSASB's future work.	See response to comment 1 above.
11.	Ms. Colignon noted that she understands the need for implementation materials and supports the IPSASB's development of these materials. She suggested that it may be beneficial for the IPSASB to receive regular updates on IASB projects relevant to the IPSASB, such as intangible assets and provisions, so that IPSASB members stay informed on the developments in these areas.	See response to comment 1 above. Members discussed the benefits and costs related to regular updates on ISAB projects. Members asked staff to evaluate the right balance and update the IPSASB at critical points in the IASB's work that could impact the IPSASB's work program.
The CAG members commented on Question 2 as follows:		
12.	Mr. Smith Mansilla suggested the IPSASB develop training materials on IPSAS Standards or assist other jurisdictions to do so. He shared that his jurisdiction (Chile) has developed online courses and short-form training videos delivered through seminars and online platform related to adopting new and amended IPSAS Standards, with support from the World Bank.	Noted by IPSASB staff. This feedback was shared with the IPSASB at the June 2026 meeting. As 'IPSASB Explains' is developed, staff will continue to seek advice from those with experience on the right tools and platforms to ensure the initiative maximizes its benefit to support implementation of IPSASB Standards.

13.	Mr. Melo noted that adopting IPSAS Standards is a major change even for jurisdictions already following accrual accounting. He emphasized the importance of demonstrating to politicians how ministries of finance benefit from implementing IPSAS Standards to produce information beneficial for effective management and the setup and delivery of policies. He encouraged the IPSASB to collect case study examples demonstrating the benefits of IPSAS Standards-based information and communicate those benefits to policymakers.	See response to comment 12 above. Case studies will form a key component of the IPSASB modules. Staff will collaborate with interested parties to collect relevant facts when developing cases.
14.	Ms. Hall encouraged the IPSASB to bring together existing and new implementation resources, through structured collaboration with development partners and regional banks. A collaborative approach is more effective than isolated efforts in supporting the adoption and implementation of IPSAS Standards.	Noted by IPSASB staff. This feedback was shared with the IPSASB at the June 2026 meeting and members agreed that staff should continue working with development partners to ensure implementation support is maximized.
15.	Mr. Johri observed that in many countries, government entities are unlikely to prioritize compliance unless it is mandated by law or regulation. To encourage political backing, there is a need to raise awareness of the benefits of adopting IPSAS Standards and to provide technical support for their implementation. Mr. Johri also noted that institutions assisting countries with financial aid and other support (such as the World Bank, Asian Development Bank, and International Monetary Fund) consider the feasibility of providing incentives, such as concessional aid, to countries that adopt IPSAS Standards since the financial statements would be more reliable.	Noted by IPSASB staff. This feedback was shared with the IPSASB at the June 2026 meeting. Mr. Smith reminded the CAG that, while the IPSASB actively advocates for its Standards, it does not have the authority to require jurisdictions to adopt them. He also noted that Ms. Al Shamsi outlined well (see comment 19) the many different pieces that go into successful IPSAS Standards adoption. He acknowledged that there is room for additional coordination and broader advocacy of the benefits of adopting and applying IPSAS Standards. Mr. Müller-Marqués Berger noted that the IPSASB should continue considering how best to communicate the usefulness and benefits of applying IPSAS Standards to leaders and politicians.

16.	Ms. Wongrusmeeduan suggested that implementation materials that provide scalable advice tailored to different organizational capacities could be useful. She also noted that incentives could help encourage implementation and adoption – for example, promoting accrual-based financial reporting as an indicator of fiscal transparency and sound PFM. Jurisdictions demonstrating progress in accrual implementation could potentially receive enhanced access to technical assistance, financial support, or capacity-building opportunities. There may be stronger confidence from lenders as well.	See response to comment 15.
17.	Mr. Ndurunduru stated that standard-setting boards should provide the tools to assist with implementation support but should remain neutral when providing this support.	Noted by IPSASB staff. See response to comment 12.
18.	Mr. Winrow concurred that the IPSASB remain neutral when providing implementation support. He suggested the IPSASB do more to explain the usefulness and benefits of IPSAS Standards to help politicians better understand the benefits of adoption.	Noted by IPSASB staff. This feedback was shared with the IPSASB at the June 2026 meeting. Mr. Müller-Marqués Berger noted that the IPSASB should continue considering how best to communicate the usefulness and benefits of applying IPSAS Standards to leaders and politicians.

19.	Ms. Al Shamsi stated that successful IPSAS Standards adoption should not be viewed primarily as an accounting project, but as a broader government reform initiative. She noted that strong leadership, clear governance, and sustained commitment are often more important than the technical requirements alone. Ms. Al Shamsi emphasized that successful implementation requires a broader ecosystem, including accounting policies, guidance, systems, training, change management, and institutional capacity. She also noted that the IPSASB can play an important role in facilitating knowledge-sharing among jurisdictions by promoting the exchange of practical implementation experiences, challenges encountered, lessons learned, and successful practices. Finally, she encouraged the IPSASB to continue strengthening implementation support and maintaining a strong dialogue with ministries of finance, which often play a central role in translating standards into government-wide reforms. She concluded by noting that governments do not implement standards alone: they implement systems, policies, processes, and people. Success depends on all of these elements working together.	Noted by IPSASB staff. This feedback was shared with the IPSASB at the June 2026 meeting. See response to comment 12.