Expressions of interest to be a Foundation Partner in the IIRC’s global training programme
An invitation to collaborate with the IIRC to meet market needs in Integrated Reporting <IR>.

The IIRC has developed an <IR> Competence Matrix which sets out the areas of competence and learning outcomes that are appropriate to those who wish to adopt <IR> in their organizations. We are now seeking partners who can develop and deliver training programmes to meet market needs to consistent global standards.

This paper sets out how you can become a Foundation Partner in our <IR> Training programme.
Introduction

This document provides information on:

- the high-level plans relating to the development of <IR> Training
- the partnership model we are seeking to put in place
- how to express an interest in collaborating with the IIRC on training
- the criteria we will apply when considering expressions of interest.

Overview of <IR> Training

A market need has been identified – many organizations we talk to ask how they may obtain training to move ahead on their journey to <IR>. A number of organizations are also offering training or qualifications related to <IR> to the market already and we need to be shaping the market offering from the beginning.

We have developed a high-level <IR> Competence Matrix setting out the learning outcomes required of people to be competent in <IR>. It will be aimed predominantly at report preparers (across a range of disciplines) but structured in a way that offers relevant content for the board and other audiences such as investors.

The IIRC has taken a distinct approach to this programme, which we believe is in keeping with our aim to be market-led and to provide global offerings that can be applied in different contexts to suit local practices and requirements. Further information is available on the IIRC website.

The <IR> Competence Matrix has been developed through a global consultation process including the input of a global advisory group, drawn from a wide range of organizations and countries.

The IIRC will not offer training programmes directly to the market at this time – it is not our core remit as an organization. Furthermore, we do not wish to have a ‘one size fits all’ approach to training. We will actively encourage programmes to be developed which suit different circumstances. Examples of this include the various stages of awareness and development around <IR>, culture and language, different types of training experience, and how <IR> fits in the market in relation to other reporting requirements and practices.

For these reasons, we have developed a model based on learning outcomes, which specify levels of competence to be achieved through <IR> Training. We will be working with expert providers in the market which are best placed to offer training programmes based on the <IR> Competence Matrix.
Foundation Partners – call for expressions of interest

We are issuing a call for expressions of interest to become a Foundation Partner.

Foundation Partners will be a small group of partners in the initial phase of delivery of <IR> Training. This group will develop and offer the first <IR> Training programmes endorsed by the IIRC, delivering the learning outcomes of the <IR> Competence Matrix.

We are initially seeking a small group of partners to enable us to manage the introduction of training into the market, taking into account:

- our own capacity to carry out the processes and ongoing administration involved
- the need to maintain overall quality and consistency.

We are in the early stages of adoption of <IR> globally and demand for and requirements of training are still evolving – just as leading practice in <IR> itself evolves around the world as organizations continue on their journey to adoption.

Over time, in keeping with our approach as a market-led initiative, we intend to work with a wider group of partners. We will therefore monitor the market and seek to expand the range of organizations we work with after the initial period and according to needs around the world.

Who should apply?

Any organization that can demonstrate the ability to deliver the aims of the <IR> Training programme may apply. This will typically include academic institutions, professional bodies or training providers. By training provider, we mean organizations whose sole business is training or professional development, or who offer training as a particular stream within a wider business or practice, on a commercial or not-for-profit basis. We are especially interested in providers with potential to leverage an international network or presence. We are also open to traditional learning models (eg classroom based) or new models (including online and blended learning).

While the IIRC will not itself currently offer an assessment or examination, we are happy to work with organizations with awarding powers who wish to offer in their own right an assessment and/or an award or credential relating to <IR>.
### What are the benefits of becoming a Foundation Partner?

The benefits to organizations in becoming a Foundation Partner include:

- becoming one of a small group of organizations recognized by the IIRC for <IR> Training
- being able to use an exclusive, adapted <IR> mark
- obtaining profile through the IIRC’s communication channels
- the ability to develop programmes to deliver the learning outcomes of the <IR> Competence Matrix – a global model based on extensive expert input and the only official <IR> learning approach
- being seen as an international leader in developing corporate reporting through learning, associated with innovation and establishing leading practice in this area
- a demonstration of the alignment of your organization to the strategy, mission and vision of the IIRC.
What selection criteria will be applied?

For the initial phase, we are seeking a small number of Foundation Partners who will commit to opening up the market for <IR> Training and develop consistent standards of quality. We wish their example to set a benchmark for a wider group of partners, who we will look to secure after the initial phase.

We are seeking to work with organizations that meet the following criteria:

- their overall quality and market penetration
- their scale and their ability to develop and deliver market-leading programmes
- their commitment to open up the market for <IR> Training in a way that will lead to a sustainable market for high-quality training, valued by those who benefit from programmes offered
- their ability to share examples of good practice.

What is the period of partnership?

The initial period for the Foundation Partner arrangements will be one year from commencement of the programme in the first part of 2016. Options for renewal will be built into the agreement.

What quality assurance will be required?

The IIRC will apply proportionate quality assurance processes, consistent with the need to ensure that programmes of appropriate quality and integrity are offered to the market and to uphold the reputation of the IIRC and Integrated Reporting <IR>. However, insofar as is possible, the IIRC will rely on quality assurance already undertaken by other trusted parties.

Quality assurance will therefore be applied as outlined below.

- In relation to the overall quality of the organization concerned, we will seek to rely wherever possible on assurance or a quality assessment or oversight undertaken by others. Examples include: regulatory oversight in respect of training; approval from or registration with an accredited organization eg professional body or one offering a quality endorsement including a kitemark; participation as a registered provider in a training programme recognized by the IIRC.

- There will be a one-off quality assurance assessment of the specific proposed programme in relation to the <IR> Competence Matrix, including demonstration as to how the learning outcomes of the matrix will be met.

- There will also be an annual renewal exercise, including confirmation that the quality control relied on by the organization in its initial application remains in place, and an evaluation of satisfaction ratings of those who have benefited from the training. The IIRC will offer a standardized survey to enable participants to provide feedback on <IR> Training programmes they complete.
What will it cost?

Fees will be payable to the IIRC by Foundation Partners. Fees received will contribute to the IIRC’s ability to deliver its global strategy and develop as a viable organization in keeping with its mission and vision. This in turn will grow the market for <IR> Training.

The exact level of fees will be discussed with each organization in relation to the overall scope and value of the market each wishes to target. This will take account of the fact that we are only offering this opportunity to a smaller number of organizations in the initial phase and the advantage that this represents to those who are successful in becoming Foundation Partners.

Fees will be payable as follows:

- An initial fee to become a Foundation Partner, subject to a licence agreement.
- A quality assurance fee payable to the IIRC to review proposed <IR> Training programmes prior to their initial delivery.
- An annual renewal fee. Fees may also be payable in relation to volume of programmes offered/participants who receive training.

How will the IIRC recognize and promote Foundation Partners?

Foundation Partners will be granted for the duration of their licence agreement the use of an adapted <IR> mark (subject to conditions of use). They will also be listed on the IIRC website, with profiles and links to their main websites, as appropriate. The IIRC will seek to promote <IR> Training and the Foundation Partners through available channels on an ongoing basis.

Can organizations offer a programme in <IR> without formal approval or partnership?

We are aware that a number of organizations offer general training around <IR>. They are reminded however:

- The International <IR> Framework, <IR> Competence Matrix and other materials, for example those on the IIRC’s website, are subject to copyright and proposed use of or reference to them will require prior approval and appropriate acknowledgement of copyright. A fee may be charged for this.
- Providers may not without permission use the Integrated Reporting <IR> brand and trade mark or the name of the IIRC without authorization or imply or state that they are offering programmes with the endorsement or approval of the IIRC or under the <IR> brand. Permission in this case will be granted through the <IR> Training programme outlined in this document.

How to express interest

If you wish to express interest in becoming a Foundation Partner for <IR> Training, please email training@theiirc.org to obtain an application form. Completed forms should be sent by email to training@theiirc.org by 29 January 2016. If you have further questions or wish to discuss this opportunity further, please use the same email address.
About the IIRC

The International Integrated Reporting Council (IIRC) is a global coalition of regulators, investors, companies, standard setters, the accounting profession and NGOs. The coalition is promoting communication about value creation as the next step in the evolution of corporate reporting. The International <IR> Framework has been developed to meet this need and provide a foundation for the future.

www.integratedreporting.org

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