

# Implementation of Integrated Reporting <IR> in Non-Profit Organization

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# IMPLEMENTATION OF INTEGRATED REPORTING <IR> FRAMEWORK IN NON-PROFIT ORGANIZATION

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**Abstract.** This study aims to implement the 2021 revision of IIRF in X non-profit organization. This research is qualitative research with an action research approach. The results of this study indicate that X non-profit organization is able to present <IR> based on the eight content elements of IIRF, although the information presented in <IR> is not fully presented in full because the adoption of directed <IR> in IIRF is still at an early stage. However, if the organization is consistent with presenting <IR>, there will be a gradual increase in the following years. This research is expected to provide additional guidance on how to apply IIRF as a guide for presenting <IR> for organization X and other non-profit organizations interested in implementing IIRF.

**Keywords:** Value Organization, Integrated Reporting, <IR>, The International Integrated Reporting Framework, IIRF, Non-profit Organizations, Value creation.

## INTRODUCTION

Along with the times and the increasing needs of *stakeholders* (stakeholders) resulting in an increasingly diverse type of organizational reporting (Roxana-loana & Petru, 2017) both for-profit and non-profit organizations. There are many problems related to organizational reporting that traditionally (focusing on quantitative aspects) are not enough to meet the information needs of various stakeholders (Adams et al., 2011; FRC, 2009, 2011; Cohen et al., (2012) in Cheng et al., (2014)). In addition to quantitative reporting related to finance, *stakeholders* also now need non-financial reports that are narrative in seeing how the organization achieves its important goal of creating value. The organization's ability to create the best value can be reported through a combination of quantitative and qualitative (narrative) information (IIRC, 2021).

Narrative reporting is an umbrella under which organizations can manage their non-financial information communications, which will set the context for the organization's operations so that *stakeholders* can establish strategic fit and a more holistic view of the future direction of the organization (Conway & Byrne, 2018:107) . It is important for organizations to pay attention no longer only to financial information but non-financial information that will be able to provide an overview of the overall performance of the organization. With this, *stakeholders* can assess whether the organization is able to create and maintain organizational value in

the long term.

Regarding how organizations present information that is non-financial in nature, it has been widely discussed by practitioners, academics and *standard setters* through several scientific studies that have emerged. This non-financial information is usually reported through various mechanisms including such as stand-alones *ustainability reports*, *Corporate Social Responsibility (CSR) reports*, or contained in *annual reports* (Simnett et al., 2009; KPMG, 2011; Cohen et al., 2012) in (Cheng et al., 2014). But on the other hand, the variety of reporting mechanisms of these organizations can lead to silos because the reports are presented separately. This causes *stakeholders* to be unable to use the information disclosed relevantly due to the separation of reports (Hoque, 2017). In addition, the presentation of stand-alone reports can lead to overlapping information or a lack of coherence between reports (Montecalvo et al., 2018). It is necessary to have information connectivity that can relate reports to one another so that the overall performance of the organization can be depicted which can affect the company's value creation. It is on this basis of this idea that the latest reporting mechanism emerged, namely *the Integrated Reporting <IR>* (Conway & Byrne, 2018: 111).

While the organization's traditional reporting contains many reports, disconnected, and static, yet <IR> focuses on the company's value creation process

over time by bringing together financial and non-financial information (Tiron-Tudor et al., 2020). *The International Integrated Reporting Council* (IIRC) states that <IR> will be of great benefit to *stakeholders* interested in the organization's ability to create value over time. <IR> promotes a more cohesive and efficient approach to organizational reporting and aims to improve the quality of information available to capital providers to enable more efficient and productive allocation of capital (IIRC, 2021). Organizations will no longer generate voluminous, disconnected, and static reporting. This will be conveyed through an integrated thinking process and the application of principles such as information connectivity (IIRC, 2021). The IIRC assures that communication about the creation, preservation or eroding of organizational values is the next step in the evolution of organizational reporting (IIRC, 2021).

The discussion on *integrated reporting* was initially initiated with the publication of "*Towards Integrated Reporting-Communicating Value in the 21st Century*" by IIRC at the end of 2011 as a framework for introducing the concept and implementing <IR>. Then furthermore, academics and practitioners contribute through research both theoretically and empirically by referring to the basic concepts, guiding principles and content elements promoted by IIRC so that further revisions to the framework <IR> in 2013. Research conducted by Haller & van Staden, (2014) which states that integrated reporting capabilities can provide information about the value created by companies and their distribution among

various stakeholders. *Pricewaterhouse Coopers* (PwC) conducted a Survey in 2015 which found that <IR> is the most effective depiction of business models, strategies and resource allocation (PwC, 2015) which is an important principle in integrated reporting. Lee & Yeo, (2016) conducted a study of South African companies listed on the *Johannesburg Stock Exchange* (JSE) after the mandatory implementation of the <IR> in 2010 and found that the disclosure of <IR> positively affects the value of the company. Roxana-loana & Petru, (2017) conducted research on companies listed on the Romanian *Bucharest Stock Exchange* (BVB), which states that <IR> can help corporate governance through increased accountability, clear performance management, greater transparency, effective leadership as well as more effective risk management, and better decision making that takes into account long-term and long-term outcomes short. Research conducted by Arora et al., (2021) on several companies located in Australia, Italy, New Zealand, South Africa and Denmark in various sectors that have implemented <IR> thus coming to the conclusion that integrated reporting is a flexible tool for communicating organizational value creation, as it includes financial and non-financial information, and overall performance information. Rachmawati et al., (2021) conducted a study aimed at explaining the geographical concept of <IR> based on IIRC recommendations practiced by companies in Indonesia with the conclusion that most companies in Indonesia have implemented elements and principles of <IR>, although <IR> is reporting that is still voluntary. This

research provides the view that the importance of integrated reporting to increase stakeholder trust (Rachmawati et al., 2021). Confidence in the widespread use of <IR> on an international scale can also be seen from *The Value Reporting Foundation's* statement that <IR> adopted in more than 70 countries around the world, by more than 2,500 organizations and with the support of 40 stock exchanges and will continue to grow, more and more organizations are experiencing its benefits for decision making and long-term value creation (Value Reporting Foundation, 2021)

Seeing the positive response and practical and theoretical contributions from various circles in various countries to the benefits of <IR>, so to improve company reporting and to further integrate financial and non-financial information, IIRC again developed the <IR> framework by issuing the *International Integrated Reporting Framework* (IIRF) in 2021 as a revised framework <IR>.

Of all the research that have developed both theoretically and practically contributed to the development of quality <IR> as an evolution of organizational reporting, most of them are analyzed and reviewed from profit-oriented organizations only, not non-profit organizations. Whereas that requires a good quality reporting mechanism is not only profit organizations but non-profit as well. This is something that not many researchers look at. Although the IIRC states that the IIRF is written primarily in the context of private sector organizations or profit sectors of various sizes, the IIRC states that the IIRF can also be applied and

adjusted as necessary by the public sector and non-bank organizations (IIRC, 2021). Thus, it is possible for non-profit organizations to use and feel the benefits of <IR>.

Based on PSAK No. 45, a non-profit organization is an organization that obtains resources derived from donations. Non-profit organizations do not play a role in seeking personal benefits for each member, but rather play a social role to meet social needs and benefits with the resources entrusted by donors. The characteristics of non-profit-oriented entities are different from those of profit-oriented business entities. The fundamental main difference lies in the way in which a non-profit-oriented entity acquires the resources needed to carry out its various operating activities. According to ISAK 35, non-profit-oriented entities obtain resources from resource providers (donors) who do not expect repayment or economic benefits proportional to the amount of resources provided (Indonesian Institute of Accountants, 2018). Thus, non-profit organizations have an ethical responsibility to allocate and utilize the resources that have been entrusted effectively and efficiently.

Donor trust is the main key that non-profit organizations must pay attention to if they want to continue to operate sustainably in meeting the social needs that are their main goal. Donor trust arises from the value created by the organization itself. This is because non-profit organizations contribute to society through their social value creation (Weerawardena et al., 2010) the value of non-profit organizations actually already naturally exists in the body

of the organization because of its social role. However, This social role requires more accountability than donors expect due to growing concerns regarding the ethical attitudes of non-profit organizations in managing their organizations (Moreno-Albarracín et al., 2021). Such concerns are heightened due to inappropriate behavior of some non-profit organizations (Greenlee et al., 2007 in Moreno-Albarracín et al., (2021)), damaging the image or traditional value of the credibility of this sector (Rocha Valencia et al., 2014). This shows that non-profit organizations must maintain the value that already exists naturally and strive to continue to create value over time in order to achieve the long-term sustainability of the organization. The organization's ability to create and maintain organizational value can be created from the accountability carried out by the organization. Empirical evidence suggests that high levels of transparency and disclosure can increase the level of trust of donors (Ramli et al., 2018)

In recent years, the issue of accountability of non-profit organizations has been highlighted by many parties in relation to the mechanisms of organizations in carrying out their performance transparently (Prince, 2021). They face great demands for accountability and the results of the work they are able to show to the funders (Gazzola et al., 2017; Milde & Berlo, 2013). This guidance has shown various efforts to promote accountability in non-profit organizations. The accountability of non-profit organizations is generally reflected in the availability of relevant and reliable information about the performance,

financial situation and governance of the organization (Gazzola et al., 2017) disclosed in the form of organizational reporting.

Reporting of non-profit organizations is a form of organizational accountability to stakeholder groups such as donors, volunteers, the government, and the community in general. *Stakeholders* utilize organizational reporting as material for evaluating whether the organization is able to fulfill its responsibilities in managing the public resources provided and also how non-profit organizations can create public value for the sustainability of the organization. As with profit organizations, the accountability of non-profit organizations also does not only assess overall performance on the financial aspects alone because such information can be misleading; rather it must also consider non-financial aspects. In the context of non-financial organizations, the disclosure of non-financial information acquires important relevance because this type of organization faces more comprehensive stakeholders than profit organizations (Nicolò et al., 2020).

Thus, non-profit organizations need to take advantage of the momentum of <IR> as the latest evolution of organizational reporting that *pays attention to the needs of stakeholders*. <IR> has been interpreted as a further step in the evolution of organizational reporting, suitable for representing public value creation and overcoming accountability pressures (Mauro et al., 2020) . Although most researchers focus on the study of for-profit organizations, there are some researchers who try to apply the concepts and principles of <IR> to non-profit

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organizations. Such as research conducted by Ramli et al., (2018) which aims to identify the principles of *Integrated Reporting* (IR) suitable for non-Islamic organizations in Malaysia to realize their accountability to stakeholders. Mauro et al., (2020) conducted a study aimed at understanding what if <IR> is a feasible next step to improve the reporting practices of public universities in Italy with the results of studies showing that some of these elements are already included, but often in a fragmented (fragmented) and inhomogeneous way. Furthermore, research conducted by Dameri & Ferrando, (2021) which aims to provide empirical and theoretical solutions for some criticalities of the IIRF. The researcher suggested that IIRF adjustments are recommended for non-profit organizations because <IR> is able to foster awareness of the role of *Intellectual Capital* (IC) in value creation in non-profit organizations. Dameri & Ferrando, (2021) conveys the limitations of his research that none of the customized frameworks are innovative by themselves, but together contribute to providing innovative solutions, which can address the disclosure and managerial needs of the vetted or researched organizations. With this, further research is needed for development and improvement solutions to IIRF.

Departing from the benefits of <IR>, the guidance of accountability of non-profit organizations is getting bigger (Nicolò et al., 2020), and also the need for further research related to IIRF, research will be carried out related to how non-profit organizations can take advantage of the momentum of the presence of the latest reporting mechanism, namely <IR> by

using the 2021 revised IIRF published by the IIRC for guidance in the preparation of <IR reporting> as a form of organizational accountability for non-profit organizations to gain public trust.

Organization X is one of the social organizations in West Lombok Regency that is active in helping abandoned street children. This organization is one of the most active organizations and has a considerable asset value of IDR 29.15 billion according to financial statements at the end of 2020. This organization has a *main office* in Lombok as an operational location and a *representative office* in the Netherlands as a fundraising office so that it has comprehensive *stakeholders*. Their *stakeholders* are donors or general sponsors in the form of corporations and individuals in various countries, the Dutch government, and the Indonesian government, and the general public in various countries, especially Indonesia. Due to the guidance of accountability and transparency from stakeholders, Organization X began issuing annual reports and audited financial statements starting from the 2018 financial year and stopped in the 2019 financial year. Initial interview with the director of organization X, the reason for not publishing the annual report again in the 2020 financial year was because *the annual report* published over the past 2 years was less effective. According to him, *stakeholders* are still questioning the information that is not stated in the *annual report*. In fact, there are still *stakeholders* who still question the information that should have been in the *annual report* or on the organization X's website because there is no information

connectivity so that *stakeholders* do not understand the information available properly. So it needs a more comprehensive reporting media that can present various information desired by stakeholders in one

complete report. Therefore, they are trying to think of a new concept as a reporting medium that can meet the information needs of their *stakeholders*.

## MATERIALS AND METHODS

This research is a qualitative research using an action research approach (Action Research). The action research approach is one of the scientific research approaches that has two objectives, namely taking action (for improvement) and building knowledge or theory about action (Sugiono, 2015). Action research is research in which the researcher collaborates with the subject under study, the subject actively participates in the research cycle. This research will use a level 1 action research approach. Action research at level 1 is action research in which the researcher conducts research to find problems and potential, and further finds actions for improvement, only the researcher does not test the action. This research approach is used because researchers are also part of an organization that can contribute information and understand the flow of the organization's operations. This makes it possible to carry out an in-depth analysis focused on the context and processes of the organization, taking advantage of a series of concepts and models based on the theory and suggesting a

customized version of the IIRF capable of bridging the gap between empirical evidence and theoretical frameworks.

This research will be conducted on one of the non-profit organizations in west Lombok district. The data collection procedures used in this study are participatory observation, documentation, and unstructured interviews.

In organization X, the director is the party responsible for all types of reporting and as the decision-making party. So that the director is the party who knows the most financial and non-financial information. Then the informant in the study is the director.

The data that has been obtained from interviews, participatory observations, and documentation is then collected and will be analyzed using content analysis (Content Analysis). In this study, we will use two types of triangulation, namely source triangulation and data collection triangulation to test the validity of the data obtained.

## RESULTS AND DISCUSSION

The IIRF introduced can be a guideline for the preparation of integrated reports for both for-profit and non-profit organizations. But it is adjusted as necessary, based on the

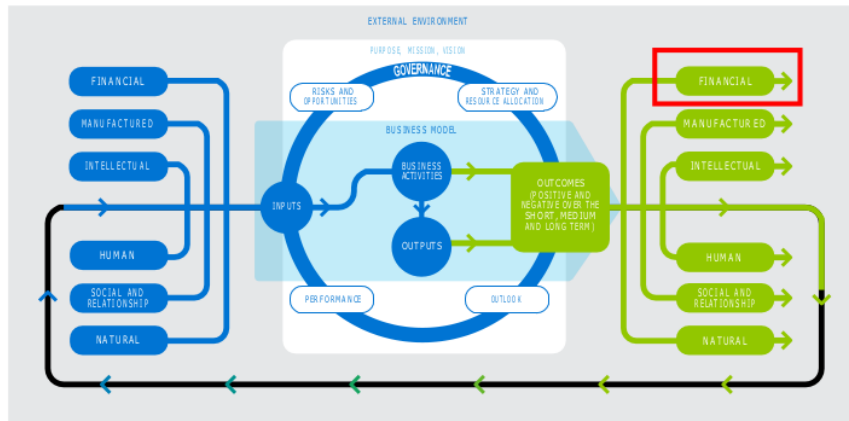
characteristics and needs of each organization. Based on the results of the study it can be summarized that from the concepts offered in the IIRF neither the guiding principles nor the

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elements of the content offered there are any specific adjustments that change the non-profit organization. Likewise in the framework /pattern of value creation: from inputs,

processes (organizational activities) to outputs have almost the same flow/process of value creation as depicted in the IIRF.



**Figure 1. X non-profit organization Value Creation Process**

But there is little to distinguish the definition because of the difference in the goals of profit and non-profit organizations. Such as the definition of the outcome of capital (sources) financial. In profit organizations, an increase in financial capital (equity) can be considered as a proxy for the fulfillment of the expectations of stakeholders (especially shareholders). Conversely, when the IIRF is implemented in X non-profit organization, there is no profit, and no stakeholders take advantage of such increased financial capital. In X non-profit organization, financial capital is no longer an important thing, but must be maintained to maintain the continuity of X non-profit organization. Because the process of value creation aims primarily at achieving social performance that is in line

with the mission of the organization.

The existence of these differences in definitions does not change in the slightest the framework/pattern of creation offered in the IIRF because in X non-profit organization stakeholders still pay attention to financial capital as a benchmark to measure whether the organization is still capable of carrying out its social mission or not, and it can also determine whether they will contribute more than the previous one or not.

Based on the results and discussion of the study, the process carried out to identify the information outlined in the draft <IR> of X non-profit organization based on the content elements offered in the IIRF can be seen in figure 2.

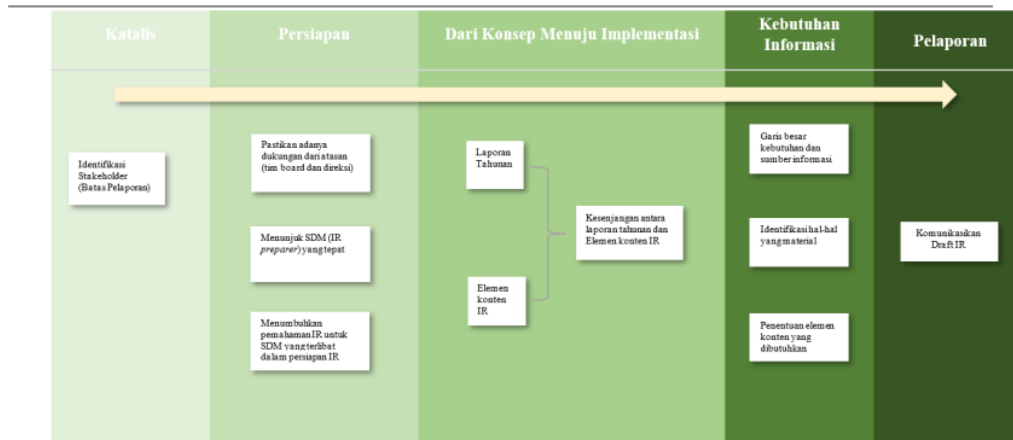


Figure 2. <IR> reporting roadmap

In implementing the IIRF in X non-profit organization with the aim of presenting the <IR> will meet the 8 elements of the suggested content. Based on the results of the review of information obtained from documentation, observations and interviews, a discussion of each of the eight elements of content below was obtained:

**The Organization overview and External Environment.** In the content element of the organizational overview and external environment, the description of how the organization review appears clear and unequivocal. The vision, mission, programs, and strategic objectives that they are the reasons why organization X exists and can be different from other organizations. Information regarding the ownership and operating structure of the organization can be presented. The main activities of the organization and its advantages with other organizations. However, organization X is still unable to identify how external environmental influences such as the state of politics or the state of the external environment that can affect the existence of their

organization in a sustainable manner. External factors can provide strategic focus and future orientation including clearly articulating how the availability, quality and significant affordability of capital contribute to the organization's ability to achieve its future strategic goals and create value. If the information can be well identified in this content element, then it will be very easy for organization X to associate this content element with the risk and opportunity content element, resource allocation, foresight of the organization. In the IIRF, it states that the elements of the proposed content are not mutually exclusive but support each other to jointly provide information that will boil down to the creation of organizational value. Identifying the first element of content is not difficult to do by organization X because when data collection is carried out either through documentation, namely through annual reports, the organization's website, and organization X's code of ethics book, then validated through interviews with informant. So as a non-profit organization there is no need for any

specific IIRF adjustments needed to be made for this first content.

**Governance.** In the governance content element, it can be concluded that, organization X can only dig up information related to the ownership structure of the organization and the background of the owners involved is presented completely in the content element of the organizational model in the input sub-element of the organization. However, the organization cannot dig deeper related to how the organization's process of determining strategic decisions, how the organization's attitude in risk management and what needs have been taken by the management to influence and monitor the direction of the organization's strategy and its approach to risk management. This happens because, organization X is not regularly or structured/methodologically in managing uncertainties related to threats, risk assessment, developing strategies to manage them and mitigating risks using empowerment/management of owned resources (risk management). This is different from the application of integrated reporting carried out by profit companies because research conducted by Sari & Kusuma, (2017) which examines the disclosure of integrated reporting in financial sector companies on the LQ-45 index, that governance is one of the highest content elements disclosed by companies. However, this is not for X non-profit organization. Information about the governance of organization X mentioned above can be obtained from the annual report, the website of organization X, legal documents such as deeds of establishment, and rich databases. So, for non-profit

organizations that want to make integrated reporting, there needs to be better internal governance.

**Organizational Model.** To answer the content elements of the Organizational Model, three important things will be identified to determine the organizational model, namely:

- 1.Organizational Input
- 2.Organizational Activities
- 3.Organizational Output

In fulfilling information related to organizational inputs, organization X has quite difficulty in fulfilling information related to this element of content. This is because it is still at an early stage in the adoption of <IR>, the X organization does not have a material cushion related to which inputs can be the main support for the organization's activities. The material meaning here is if those inputs substantially affect the ability of the X organization to create value in the short, medium, and long term. Although it is quite difficult to obtain information related to organizational inputs, organization X was able to identify them. Information related to organizational inputs is obtained from observations made by researchers by digging up information in the annual report and website of organization X. Information related to the activities of organization X above is obtained in an easy way. The researcher examines the Child Protection Policy (CPP) owned by organization X, the website of organization X and also supporting information from the annual report of organization X. Then the information is compiled and adjusted based on the indicators of business model elements based on the IIRF. Information about the

output of the organization is also not difficult to present if the creator of the integrated report understands the IIRF well, this information is obtained from the general database of the child owned by organization X. So as a non-profit organization, the individual entrusted to create the integrated report must really understand the purpose and purpose of the IIRF guide to be able to dig up information that is in accordance with the suggested so that it can conclude that there is no need for special adjustments IIRF needs to be done for non-profit organization for this third content. Only, the organization needs to understand what is in the IIRF.

**Risks and Opportunities.** To present information related to the risk and opportunity content elements, it cannot be obtained from any documents such as the previous three content elements. It seems that organization X is struggling to identify this element of content. This content element information failed to be identified at the gap analysis stage in the 2019 annual report. The information of this element of content is purely obtained from the views of the informant herself. This is because opportunities and risks are fickle, uncertain in nature that organization X may or may not face in the future in the year the integrated report is to be presented. In addition to profit organizations, it seems that the same problem occurs, namely in the research conducted by Becker et al., (2015) that of the four elements that are the lowest to be presented by profit companies, one of them is the content element of risk and opportunity. As mentioned in the first content element, because organization X is still unable to

identify how the influence of the outside environment such as the state of politics or the state of the external environment that can affect the existence of their organization in a sustainable manner, it is not easy for organization X to associate the first element of content with elements of risk and opportunity content, resource allocation, foresight of the organization. However, the risks that have been successfully identified by organization X are risks that are external in nature, namely related to the impact of economic changes nationally and internationally that can affect the sustainable ability of organization X to create value, and which have extreme consequences if not a decision is made to mitigate these risks. In addition to external risks, it would be even better, if the organization that wants to implement <IR> is able to identify external risks as well as internal risks. External risks are risks that arise from outside the organizational environment, while internal risks are risks that arise from the environment in the organization. Risks must be sought to be identified, although even those risks may be considered small enough that they cannot affect the state of the organization. This is so that preventive efforts are still carried out so that in the future it will not be a big risk for one organization. The ease of obtaining information related to this element of content depends on the breadth of information that the informant has regarding the organization he runs. However, this information will be very easy to dig out if it has already been well identified indicators regarding the external environment of the organization in which they operate. Like the previous three

content elements, as a non-profit organization must fully understand the purpose and objectives of the IIRF guidelines to be able to unearth information that is in accordance with what is suggested.

**Strategy and resource allocation.** To present information related to the content elements of the strategy and the allocation of resources, organization X can identify the objectives of the strategy and the strategies used to achieve those goals. organization X is also able to identify the capital allocation plan it has to implement the strategy. This content element information is obtained from the Child Protection Policy (CPP) document, and then expanded and validated with the information obtained from the informant. In addition, information regarding resource allocation is obtained from the 2019 annual report and the 2020 financial statements.

**Performance.** To meet the performance content element, the information used comes from the 2019 and 2020 financial statements, in addition to the information obtained from the 2019 annual report. It can be seen how organization X measures their financial and non-financial performance as an effort to achieve the organization's strategic goals. organization X implies the outcome of the influence of each capital (input) owned by organization X to produce the desired output through such financial and non-financial performance. In addition, organization X can relate between financial and non-financial performance in 2020 and the previous year. This sixth element of content can be presented by organization X according to the definitions understood in

the IIRF guidelines easily. Like research conducted by Sari & Kusuma, (2017) that performance is one of the highest content elements expressed because things related to performance have been in previous reports even with guidelines other than IIRF.

**Outlook.** In this element of outlook content, the information obtained is from previous annual reports and the results of interviews from informant. The information in this content element relates to the information on the content element of the external environment review and risks and opportunities. Due to the review of the external environment, as well as risks and opportunities, with an analysis of how it can affect the achievement of strategic goals. Care is taken to obtain information regarding this element of content to ensure that the stated expectations, aspirations, and intentions of organization X are based on existing reality. The expectations of organization X about the external environment that the organization is likely to face in the long run. What they expect is commensurate with an organization's ability to provide the opportunities available to it (including the availability, quality, and affordability of the corresponding capital), and the risks they face. The information of this content element is narrated according to the definitions understood in the IIRF, so it can be applied even if it does not meet all the indicators intended by the IIRF.

**The basis of preparation and presentation.** In the basic content elements of preparation and presentation, information is obtained that organization X in the process of determining materiality

considers matters of concern by their stakeholders. Information on stakeholder boundaries has also been. organization X seeks to meet this information even if the information presented is not as detailed as a brief summary of the processes used to identify relevant matters, evaluate their importance, and narrow them down to material issues. As with previous content elements, these content elements can be presented by organization X although they cannot be fully presented to achieve perfection based on those directed in the IIRF guidelines because the adoption of integrated reporting is only beginning and requires familiarization with the terms and

intentions contained in the IIRF. Gustiarini, (2017) and Sari & Kusuma, (2017) in research also they show that the low content elements for companies to present are the basic content elements of preparation and presentation.

From the description of the discussion of each of the eight elements of <IR> content above, it can be summarized the obstacles or problems faced in the process of preparing integrated reporting in X non-profit organization along with solutions that may be used by non-profit X organization preparers in preparing IRs, which can be seen in Table 1. below.

**Table 1. Reporting constraints and solutions that can be offered**

| Element   | Sources of Information   | Constraints  | Possible solutions that could be used  |
|---|--|--|--|
| Overview of the Organization and External Environment | Annual report, website of organization X, code book of ethics of organization X, information from the results of interviews with informants (director of organization X) | - Due to limited human resources (HR), organization X has not been able to identify how the influence of the external environment such as the state of politics or the state of the external environment that can affect the existence of their organization in a sustainable manner | - The human resources of organization X can pay attention to information related to macro and microeconomic conditions (such as economic stability, globalization, and industry trends, and others related), Social issues (population and demographic changes, human rights, health, poverty, and others related)<br>- Environmental challenges, such as climate change, loss of ecosystems, and lack of resources as planetary boundaries approach<br>- Increased awareness for all functional organizations at least one year before the preparation of <IR>, both from the board level and the management level to ensure commitment and cooperate in supporting or encouraging the implementation of <IR><br>- Human resources entrusted to be involved in the preparation of |

|                      |   |   |  |
|----------------------|---|---|--|
|                      |   |   | integrated reports must fully understand the purpose and objectives of the IIRF guidelines to be able to explore information that is in accordance with what is suggested from various existing functional lines   |
| Governance           | Annual reports, X organization website, legal documents such as the organization's deed of incorporation, and employee databases  | <ul style="list-style-type: none"> <li>- Due to the limitations of human resources (HR) Organization X has not been able to dig deeper related to how the organizational process determines strategic decisions, how the organization's attitude in risk management and what decisions have been taken by the management to influence and monitor the direction of the organization's strategy and its approach to risk management</li> <li>- Organization X is not regularly or structured/methodological in managing uncertainties related to threats, risk assessment, developing strategies to manage them and mitigating risks using empowerment/management of owned resources (risk management).</li> </ul> | <ul style="list-style-type: none"> <li>- Need for better internal governance</li> <li>- Mature risk management system</li> <li>- Fulfill the information on the first element of the content (review of the organization and the external environment) well</li> </ul>   |
| Organizational Model | The Child Protection Policy (CPP) owned by organization X, the website of organization X, supporting information from the annual report of organization X, and the general database of foster children of organization X. | <ul style="list-style-type: none"> <li>- Organization X does not have a material bearing related to which inputs can be the main support for the organization's activities</li> </ul>   | <ul style="list-style-type: none"> <li>- Spend more time identifying or discussing material inputs that may affect an organization's ability to create value</li> <li>- Human resources entrusted to be involved in the preparation of integrated reports must fully understand the purpose and objectives of the IIRF guidelines to be able to explore information that is in accordance with what is suggested from various existing functional lines</li> </ul> |

244 | Implementation of Integrated Reporting <IR> Framework In Non-Profit Organization

|                                  |   |   |   |
|----------------------------------|---|---|---|
| Risks And Opportunities          | Information from informants (directors)   | - Organization X is only able to identify external risks compared to internal risks   | <ul style="list-style-type: none"> <li>- Need for better internal governance</li> <li>- Mature risk management system</li> <li>- Understand the elements of the review of the organization and the external environment well. If the information on the first element is well understood, in particular on the external environment that can affect the organization's activities, then it will be easy for the organization to determine this element of content</li> <li>- Human resources entrusted to be involved in the preparation of integrated reports must fully understand the purpose and objectives of the IIRF guidelines to be able to explore information that is in accordance with what is suggested from various existing functional lines</li> </ul> |
| Strategy and resource allocation | Child Protection Policy (CPP), information from interviews with informants (directors), Audited financial statements for 2020 and annual reports of the previous year | It is considered that there are no significant obstacles  |   |
| Performance                      | Audited financial statements for 2019 and 2020, annual reports for the previous year  | It is considered that there are no significant obstacles  |   |
| Forward view                     | Annual reports of the previous year and information from informants   | - The information from this content element is not based on views taken from the risk review process from both the internal environment and the external environment of the | - Fulfill the information on the first element of the content (review of the organization and the external environment) well  |



|                                    |  |   |   |
|------------------------------------|--|---|---|
|                                    | (directors of the organization)        | organization so as to produce a view such as expectations that are not based on a systematic process (built on a clear analysis and based on the availability, quality, and affordability <i>of resources</i> ) | - Fulfill the information on the fourth element of content (risks and opportunities) well   |
| Basic preparation and presentation | Information obtained from observations | - The information presented is not as detailed as a brief summary of the process used to identify relevant matters, evaluate their importance, and narrow them down to material issues.                         | - Increased awareness for all functional organizations at least one year before the preparation of <IR>, both from the board level and the management level to ensure commitment and cooperate in supporting or encouraging the implementation of <IR><br>- Human resources entrusted to be involved in the preparation of integrated reports must fully understand the purpose and objectives of the IIRF guidelines to be able to explore information that is in accordance with what is suggested from various existing functional lines |

**CONCLUSIONS**

This study aims to implement the 2021 revised IIRF in X non-profit organization. Based on the results of the study, it can be concluded that X non-profit organization is able to present IIRF based on the IIRF revision 2021 because the eight elements of content suggested in the IIRF can be presented by X non-profit organization where the information is obtained from pre-existing reports or documentation and also information extracted from the results of new thoughts (interviews informant and research observations), although indeed not fully presentable to achieve perfection based on those directed in the IIRF guidelines because the adoption of integrated reporting is still in the early stages, then organization X does not have a material cushion regarding any

information that substantially affects the organization's ability to create value. However, if the organization is consistent with continuing to present the <IR>, there will be gradual refinement in the following years. So as a non-profit organization, individuals entrusted to create integrated reports must fully understand the purpose and objectives of the IIRF guidelines to be able to explore information that is in accordance with what is suggested. If the information of each content element can be identified properly, it will be very easy for organization X to associate it with other content elements. Because all elements of the content are not exclusive but rather support each other to jointly provide information that will boil down to the creation of organizational value.

The practical implications of this study can specifically be taken into consideration for organization X to present an integrated report even though it does not fully meet all the indicators of each of the 8 content elements suggested in the IIRF. However, it can be concluded that the 8 content and 7 guiding principles present in the IIRF can be used by X non-profit organization with flexible definitions and are understood based on their own organizational models

because both for-profit organizations and non-profit organizations have different characteristics and goals. This research is expected to contribute to the IIRC on the <IR> implemented by non-profit organizations, especially with factors that hinder its implementation which are felt to be correctable to carry out IIRF, along with areas that have the potential to hinder wider adoption and implementation.

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# Implementation of Integrated Reporting in Non-Profit Organization

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