



**International Federation  
of Accountants**

**May 2008**

**Member Body Compliance Program  
Part 3, Action Plan**

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*Guidance Notes*

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# **IFAC Member Body Compliance Program**

## **Part 3, Action Plan Guidance Notes**

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## **PART 3, ACTION PLANS**

### **GUIDANCE NOTES ON THE PREPARATION OF ACTION PLANS**

These guidance notes are designed to help International Federation of Accountants (IFAC) members and associates prepare Action Plans as part of the Part 3, Action Plan phase of the IFAC Member Body Compliance Program.

#### **1. Policy Recommendations**

Part 3 of the Compliance Program focuses on those areas requiring improvement in IFAC member body or associate organizations. The Part 3 process begins with an initial set of Policy Recommendations prepared by the IFAC Compliance Staff. The Recommendations are based on IFAC's review of each member's and associate's Part 2 Self-Assessment of the status of their compliance with the IFAC Statements of Membership Obligations (SMOs).

##### *1.1 Scope and Timeline*

The Policy Recommendations will describe matters requiring improvement and the Staff's proposed approach for the member or associate to address such matters. Members and associates will be asked to confirm and/or clarify the challenges related to these matters and to provide their views about the specific proposals to address the required improvements. IFAC recognizes that a reasonable period of time will be required to consider the Policy Recommendations and to discuss them with the leadership of the organization. As a result, once the Policy Recommendations are received, members and associates have a total of three months to agree them with IFAC.

##### *1.2 Member and Associate Responsibilities*

Once Policy Recommendations have been agreed with IFAC, members and associates will be required to develop an Action Plan, including proposed timelines and responsibilities, for completing key action items. During the Action Plan development period, it is expected that members and associates will need to regularly communicate and exchange information with the Compliance Staff so that matters to be addressed are clarified and proposed solutions are agreed upon in a timely manner.

Moreover, organizations will need to ensure their relevant governance body, management, technical staff, and key volunteers are involved in the process. For this reason, the Compliance Staff requests members and associates to inform all relevant bodies and individuals about the Part 3 process. In some cases, for meaningful action to occur, the nature of the standard-setting and regulatory framework in a country will require members and associates to communicate and work with national governments and other stakeholders, for example, securities regulators and audit oversight bodies.

A summary of the Part 3, Action Plan process is provided in Appendix A.

#### **2. What is an Action Plan?**

The term "action plan" is commonly used by professional accountancy organizations, donor and development agencies, and consultants involved in development of the profession to refer to a document that sets out the steps to be taken and resources applied to develop a program or

activity. Developing a coherent, well-organized plan to address specific issues and challenges is essential to the success of any accountancy development activity.

### *2.1 Development Process*

The process of developing and monitoring an Action Plan involves six key steps:

1. Identifying the areas requiring improvement, based on Policy Recommendations;
2. Evaluating the related issues or challenges;
3. Deciding what must be done to achieve the improvement;
4. Identifying key activities required to achieve the improvement;
5. Formalizing the Action Plan; and
6. Monitoring the Action Plan.

### *2.2 Content*

It is essential that the Action Plan clearly state the following:

- The specific actions that must be taken to achieve the improvement;
- A timetable showing when each action is to be taken, to ensure that the work is completed on time;
- The names of the individuals or groups responsible for implementing each action; and
- The resources to be used to enable the plan's implementation according to the timetable.

The action plan should also specify the dates that interim reports are to be made to IFAC.

## **3. Action Plan Development**

Members and associates will need to carefully evaluate the areas for improvement, identify workable solutions within their regulatory and standard-setting environment and resource availability, establish and implement the required change processes, and seek the support of other stakeholders who can be of help in the successful implementation of the Action Plan.

### *3.1 Preparing the Action Plan*

While Policy Recommendations are prepared at a broad strategic level, members and associates will need to develop Action Plans that set out in somewhat more detail the key activities necessary to address the required improvement (see Appendix C Example Action Plan). A template to be used in preparing Action Plans is discussed in Section 4.1 below. Member bodies and associates should not, however, use their Action Plans to communicate the detailed tasks required to achieve the desired objectives. Instead, these detailed tasks should be communicated as part of a work program document (see Appendix D Example Work Program).

The specific details of each organization's Action Plan will vary even where two organizations are addressing the same development activity. Each organization operates in its own unique regulatory and standard-setting framework and has different operating, technical and resource structures. Moreover, in deciding when and how a particular policy recommendation is to be addressed, one organization may seek to achieve a short-term goal while requiring a longer time for full implementation whereas another organization may be able to fully implement the activity within a shorter time frame. Notwithstanding these inevitable differences, seeking the advice and assistance of other organizations who have already faced and dealt with similar challenges can

save significant time and other resources and prevent false starts.

### 3.2 *Establishing Actions*

Similarly, IFAC encourages its member bodies and associates to collaborate by sharing their experiences and offering advice in the preparation and implementation of Action Plans. In almost every circumstance, IFAC member bodies and associates will discover that another organization has already confronted and dealt with challenges like their own.

As a result, IFAC strongly advises its members and associates take the following steps before beginning development of the action plan:

1. Discussing the process to be developed with another member or associate that has already taken action in the same area; and
2. Reviewing the applicable SMOs, International Standards, national law/regulation, and other guidance and documents that impact the proposed action.

Organizations operating in countries where English is not a national language or is not commonly used should translate or obtain available translations of the applicable SMOs, International Standards and other guidance and discuss these with IFAC before the organization develops specific actions. Before translating an IFAC pronouncement, members and associates should contact IFAC to understand the requirements under the IFAC Translation Policy. The Policy and information about translations undertaken by other organizations may be accessed through the policy website (<http://www.ifac.org/Policies/>).

Other basic actions required at this stage include the following:

- Determine what resources are available and needed to develop and implement the required activities. Available resources are those resources that are on hand and accessible, such as existing financial and human resources. Needed resources are those resources that are not easily and readily available and accessible and that must be obtained. Resources may be available by applying to donor agencies or requesting an established professional accountancy body to act as a mentor during the development process. Additional guidance about resources is provided in Section 8 below.
- Establish the general need for reporting progress to those in charge of governance;
- Establish a general communication plan to inform your organization's members and other key stakeholders about the development and implementation activities; and
- Identify reporting timetables with the Compliance Staff (see Sections 6 and 7, below.)

As IFAC members and associates develop their Action Plans, they may find the following questions useful:

- What is the intended outcome of the Action Plan?
- Who will be responsible for coordinating or carrying out the action?
- What are the key steps and processes that need to be carried out?
- Have specific goals and actions been sufficiently identified?
- When should specific actions occur?
- Where resources are needed, where will these resources come from?

#### **4. Documenting the Actions**

The planned actions and resource requirements should then be documented in a formal Action Plan. A clearly documented Action Plan can help your organization monitor progress, report results to the Compliance Staff, and communicate challenges and results to those in the organization and other interested parties.

##### *4.1 Templates and Examples*

Despite the uniqueness of each member's or associate's Action Plan, each Action Plan should provide certain common information, such as the planned start and completion date, the specific actions to be taken, and the group or individual responsible for carrying out the action. To assist organizations in providing this information, this document includes the following:

1. A template to prepare an Action Plan. See Appendix B;
2. An example of an Action Plan for the development of a continuing professional development (CPD) program. See Appendix C; and
3. An example of a work program detailing individual tasks in developing the CPD program. See Appendix D.

Where development activities are already underway, other formats may be used as long as the required information has been provided and is presented in an understandable and clear manner. The template format is, however, the preferred approach.

#### **5. Approval by Those Charged with Governance**

An organization's governing body has the ultimate responsibility for the Action Plan. In most organizations, this is the organization's Council. (In some cases, the term "Board" is used for the senior governing body.) The Council or Board will, however, usually establish a steering committee to actually develop the Action Plan and oversee the implementation of the specific work program tasks.

#### **6. Review by the Compliance Advisory Panel and Publication**

##### *6.1 Submitting an Action Plan for Review*

After an organization and IFAC have agreed upon Policy Recommendations, the organization has up to six months from the date of the agreement to submit its proposed Action Plan to the IFAC Compliance Staff. Once reviewed by the Staff, the Action Plan is submitted to the Compliance Advisory Panel for its review.

The Action Plan process, including submitting the Action Plan to the Compliance Advisory Panel for review and publishing it on the IFAC website, is summarized in Appendix A. In addition, a general summary of the Part 3, Action Plan process is available in English, French, Russian and Spanish. Please contact the Compliance Staff (see below) or download a copy on the IFAC website at [www.ifac.org/compliance](http://www.ifac.org/compliance).

##### *6.2 Publication of Action Plan*

The Member Body Compliance Program is committed to transparency and agreed Action Plans will be published on IFAC's website. Publication of the Action Plans will communicate to other

members and associates, regulators and other interested parties the progress being made by members and associates in complying with the IFAC SMOs. The detailed work programs are not intended for publication, but they should be submitted to the Compliance Staff to assist its monitoring process described in the next section.

## **7. Monitoring and Reporting on Progress**

Three types of monitoring activities are associated with the Action Plan process. First, the steering committee established by the governing body to oversee the development and implementation of the Action Plan should regularly monitor progress to ensure actions are being performed within the planned time table.

Second, as part of normal governance procedures, the organization's governing body should monitor progress on a periodic basis. How this is achieved may depend on the Council / Board structure and the scope and scale of the planned activities.

Third, the member or associate should report on its progress to the Compliance Staff every 6 months.

Each of these monitoring activities should be addressed in the Action Plan and related work programs and includes timelines, responsible groups or individuals, and how and to whom progress will be reported.

In all cases, maintaining an updated Action Plan and work program are essential.

## **8. Possible Sources for Needed Resources**

### *8.1 Support of Development Agencies*

In preparing Action Plans, members and associates may want to consider approaching national governmental agencies, international/bilateral development banks, and other donor agencies that support the development of the accountancy profession to seek grant funding or other available resources. Doing so also provides an opportunity for members and associates to increase the agencies' awareness of the challenges facing a national accountancy profession.

The Action Plan may also serve as the basis to exchange information with other members and associates that have worked on or addressed similar challenges. For these reasons, members and associates are encouraged to prepare their Action Plans in sufficient detail for them to be taken to other members and key development agencies as part of a formal request for support in implementing required actions.

### *8.2 Volunteers and Mentors*

Where technical expertise is required, member bodies and associates should consider ways to involve experienced volunteers and establish relationships with other IFAC members with experience in developing similar programs and processes.

Members and associates should have an active program to encourage their individual members to contribute their expertise in the interest of supporting and developing the national profession.

Often this can lead to practitioners, academics, accountants in business, and public finance managers / accountants providing their technical knowledge as volunteer committee members.

In addition, many well established IFAC members have established assistance to developing professional organizations as part of their mission. With a long history of representing the profession in their country as well as working on specific accountancy development projects, such organizations may be able to share their experiences or provide assistance through a more formal mentoring arrangement<sup>1</sup>.

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<sup>1</sup> The Developing Nations Committee (DNC) is producing guidance to assist professional accountancy organizations in understanding the purpose of mentoring arrangements and how such arrangements may be established. The guidance is currently under development and will be made available through the DNC website or by contacting IFAC Staff (refer to the Staff contact sheet).

## Compliance Staff Key Contacts

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**Appendix A: Summary of the Part 3, Action Plan Process**

	<b>Part 3 Requirement</b>	<b>Description</b>	<b>Timeframe and Responsibilities</b>
1	Policy Recommendations	Compliance Staff identifies areas for improvement and proposed broad Policy Recommendations based on IFAC members' and associates' responses to the Part 2, SMO Self-Assessment questionnaire. Once received, members and associates are asked to review and confirm the Policy Recommendations with IFAC within 3 months.	3 months for members and associates to agree Policy Recommendations.
2	Action Plan	Members and associates prepare Action Plans. The Action Plans should set out key steps to evaluate the area requiring development and to plan the process for achieving the required improvement.	After the Policy Recommendations are agreed upon, members and associates have 6 months to prepare and submit the Action Plan to the Compliance Staff.
3	Review by Compliance Staff and CAP	The Compliance Staff and CAP will review the Action Plans and provide feedback to members and associates.	Action Plans are reviewed as quickly as possible by the Compliance staff and subsequently by the CAP during the Panel's meetings. The Panel meets on average 4 times a year.
4	Publication of Action Plans	Once the Action Plans are agreed upon, they are published on IFAC's website as part of the Compliance Program's commitment to transparency.	When the Action Plan is agreed
5	Monitoring and reporting on progress to the Compliance Staff	A progress report should be submitted to the Compliance Staff every six months. This will include updating the Action Plan to reflect progress made and required changes to the Plan.	Every six months IFAC members and associates

## Appendix B: Action Plan Template

*The following template should be used for Action Plans to be submitted to the Compliance staff and Compliance Advisory Panel and for ultimate publication on the IFAC website. Each SMO area should be addressed in a separate section of the Action Plan. For SMO areas where Policy Recommendations were issued, actions should address all agreed Policy Matters. For SMO areas where the organization appears to be using best endeavors, the Action Plan should indicate that processes are in place to support continuous use of best endeavors.*

When drafting Action Plans members and associates are required to use this template. In summary, the three main information columns (Actions, Responsibility, and Resource) should indicate the following information:

- **Actions column** should indicate steps to establish key committees or seek funding / resources to carry out the planned activities as well as description of the key activities. It should also include key governance steps like approval by the Council.
- **Responsibility column** should indicate the person / position responsible for carrying through specific action, for example president, CEO or committee chair.
- **Resource column** should indicate those specific resources [human and financial] that are required to carry out the action. In many cases those resources already exist at the organization (for example, technical staff, volunteer members of the Council and committees) and part of the normal operation of your organization. Where there is some additional resource needed, please indicate the cost (at least the estimate) and whether external funding will be sought. Also where an action requires use of consultants (designing the processes, etc.) it should be also indicated in this column.

Action Plan Developed by  
NAME OF IFAC MEMBER/ASSOCIATE

**BACKGROUND NOTE ON ACTION PLANS**

Action Plans are developed by IFAC members and associates to address policy matters identified through their responses to the IFAC Compliance Self-Assessment Questionnaires. They form part of a continuous process within the IFAC Member Body Compliance Program to support the ongoing development and improvement of the accountancy profession around the world. Action Plans are prepared by members and associates for their own use based on the national frameworks, priorities, processes and challenges specific to each jurisdiction. As such, they will vary in their objectives, content and level of detail, consistent with their differing national environments and stages of development, and will be subject to periodic review and update.

Responses to the Part 1 Assessment of the Regulatory and Standard-Setting Framework Questionnaire and Part 2 SMO Self-Assessment Questionnaire provide background information on each member and associate their environment and existing processes. These responses may be viewed at: [http://www.ifac.org/ComplianceAssessment/published\\_surveys.php](http://www.ifac.org/ComplianceAssessment/published_surveys.php)

**Use of Information**

Please refer to the Disclaimer published on the Compliance Program website.

**ACTION PLAN**

**IFAC Member/Associate:** *[Name of Organization]*  
**Approved by Governing Body:** *[Name of the governing body that approved this Action Plan e.g. Council, Board]*  
**Date Approved:** *[Date approved by governing body]*  
**Date Published:** *[Date of publication on the IFAC website]*

**General**

#	Start Date	Actions	Completion Date	Responsibility	Resource
1.		Draft Policy Recommendations received from the IFAC Compliance Staff			
2.		Policy Recommendations are confirmed with the IFAC Compliance staff			
3.		Action Plan submitted to IFAC Compliance Staff for agreement and publication			

Action Plan Developed by  
 NAME OF IFAC MEMBER/ASSOCIATE

**Action Plan Subject:** SMO X  
**Action Plan Objective:** [Provide a one line description of high level objective addressed by this Action Plan]

#	Start Date	Actions	Completion Date	Responsibility	Resource
<i>[Insert a subhead to group actions where several areas of improvement are addressed]</i>					
1.		[DESCRIPTION OF ACTION]			
2.		[DESCRIPTION OF ACTION]			
3.		[ADD ADDITIONAL ROWS AS NECESSARY]			
<i>Maintaining Ongoing Processes</i>					
4.		[INDICATE WHAT ACTIONS MAY BE REQUIRED IN THE FUTURE TO FURTHER IMPROVE ESTABLISHED PROCESSES]			
<i>Review of ORGANIZATION's Compliance Information</i>					
5.		[INDICATE THE NEED TO PERFORM PERIODIC REVIEW OF RESPONSES TO THE IFAC COMPLIANCE SELF-ASSESSMENT QUESTIONNAIRES AND UPDATE SECTIONS RELEVANT TO RELEVANT SMO. ONCE UPDATED INFORM IFAC COMPLIANCE STAFF ABOUT THE UPDATES IN ORDER FOR THE COMPLIANCE STAFF TO REPUBLISH UPDATED INFORMATION.]			

**Appendix C: Example Action Plan  
Developing a Continuing Professional Development Program**

This example Action Plan has been prepared solely as an example and only for the purposes of the IFAC Member Body Compliance Program. The required actions, planned timetable, responsibilities and resources will differ from accountancy body to accountancy body. Professional accountancy bodies should refer to Appendix 6 of the IFAC Good Practice Guide *Establishing and Developing a Professional Accountancy Body* for additional guidance on the preparation of Action Plans. Professional accountancy bodies should also refer to IES 7, *Continuing Professional Development: A program of Lifelong Learning and continuing Development of Professional Competence*, to understand requirements established by IFAC's International Accounting Education Standards Board.

**ACTION PLAN**

**Member body / Associate:** Institute of Professional Accountants of Erehwon (IPAE)

**Approved by Governing Body:** 6 / 2008 IPAE Council  
(Date Month / Year) (Approved by)

**Action plan Subject:** Develop and implement a continuing professional development program based on IES 7 and IEP 2.

<b>Start Date</b>	<b>Actions</b>	<b>Completion Date</b>	<b>Responsibility</b>	<b>Resource</b>
9/15/2007	Policy Recommendations confirmed with IFAC Member Body Compliance Key Contact	12/15/2007	CEO of IPAE	Education Committee Chairman and Education Manager
1/1/2008	Under authority of the Council/Board of IPAE establish CPD Steering Committee to be responsible for the development of an Action Plan and Work Program for the development of the IPAE CPD program.	1/15/2008	Chairman and CEO of IPAE	Chairman and 11 members
1/1/2008	Obtain a detailed understanding of CPD requirements and the processes to support a CPD program: <ul style="list-style-type: none"> <li>• Contact IFAC member Institute of Certified Public Accountants of Basco (ICPAB) to understand how they developed and implemented their CPD program</li> <li>• Request a copy of ICPAB's translation of IES 7.</li> <li>• Agree to work with ICPAB on the translation of IEP 2.</li> </ul>	1/15/2008	CPD Steering Committee	Chairman and 11 members
1/1/2008	Identify the technical and financial resource requirements and perform an initial assessment of available resources and needed resources.	1/15/2008	Chairman and CEO of IPAE	Chairman and 11 members

<b>Start Date</b>	<b>Actions</b>	<b>Completion Date</b>	<b>Responsibility</b>	<b>Resource</b>
1/15/2008	Establish a communications plan for announcing proposed CPD program to members and outside stakeholders throughout the development process.	1/30/2008	Chairman and CEO of IPAE	Chairman + 11 members
2/1/2008	<p>Begin developing the work program:</p> <ul style="list-style-type: none"> <li>• establish priority topics and size of market,</li> <li>• identify providers of CPD courses (trainers) and other training materials;</li> <li>• decide whether initial CPD program will be voluntary or mandatory;</li> <li>• decide whether program will include all members or certain sectors; prepare business plan and identify available and potential resources to implement CPD program</li> </ul> <p>[Note: the work program will set out the scope of initial CPD program, based on agreed priority areas, market size, availability of resources, etc]</p>	5/31/2008	CPD Steering Committee and senior staff of IPAE	6 meetings of Steering Committee and side meetings with outside stakeholders and members, to establish CPD needs and priorities and identify potential CPD providers [Note: potential providers may include practicing members of IPAE, professional accountants and other professionals in business and public sector, academics, professionally qualified staff of IPAE, other members of IFAC and commercial trainers]
6/1/2008	Prepare a proposal to Council/Board which sets out the objectives and outcomes of the CPD program	6/15/2008	Chairman of IPAE and Steering Committee	Proposal to Council/Board will include scope (number and outline content of course), nature (voluntary or mandatory) and application of CPD regime (to all members or to certain sectors) with work program and outline timetable for roll out of CPD program
6/15/2008	Present proposals to Council/Board of IPAE for approval in principle, subject to preparation of action plan.	6/15/2008	Chairman of IPAE and CEO of IPAE	Presentation to Council/Board

<b>Start Date</b>	<b>Actions</b>	<b>Completion Date</b>	<b>Responsibility</b>	<b>Resource</b>
6/16/2008 and ongoing	Communicate plans for the development of a CPD program and provide ongoing communication about the progress made during the development phase until the implementation phase.	6/16/2008 and ongoing		
6/30/2008	Submit approved Action Plan to IFAC Member Body Compliance Program Key Contact	6/30/2008	Chairman of Steering Committee and CEO of IPAE	Steering Committee
7/1/2008	Issue media release under authority of Council/Board announcing commencement of CPD program September 2009	7/1/2009	Steering Committee and senior staff of IPAE	See Work Program
6/30/2008	IFAC Compliance Advisory Panel reviews IPAE Action Plan	9/30/2008	Compliance Advisory Panel	IFAC
2/27/2009	Ongoing reporting of results to Compliance staff and updating of Action Plans	3/31/2009 and every 6 months	Steering Committee and senior staff of IPAE	Senior staff of IPAE

**Reviewed by Compliance Advisory Panel:** (Date Month / Year): 9 / 2008

## Appendix D: Example Work Program

**Member body / Associate name:** Institute of Professional Accountants of Erehwon (IPAE)

**Work Program Subject:** Develop and implement a continuing professional development program based on IES 7 and IEP 2.

<b>Date</b>	<b>Actions</b>	<b>Objective</b>	<b>Completion Date</b>	<b>Responsibility</b>	<b>Resource</b>
10/1/2008	Invite tenders from commercial providers and/or agree prices with other providers for provision of agreed courses and other training materials; agree course content and methodology (face to face/distance learning)	Identify cost of provision of specific number of courses and other materials, identify providers and training methodology	12/1/2008, with target date 12/1/2009 for commencement of CPD courses	Steering Committee and senior staff of IPAE	Steering Committee and senior staff of IPAE – preparation of documentation, meetings with potential providers, etc
12/1/2008	Article in IPAE Journal/letter from Chairman of IPAE to every member, advising 12/1/2009 commencement of voluntary CPD program in core subjects – ethics, accounting, auditing and tax updates, implementation of IFRS and ISA, with plans to introduce a mandatory scheme for practicing members effective 1/1/2011 and to extend program to all members with effect from 1/1/2012	Target of 50% of practicing members and 25% of members in business and public sector undertaking CPD by 12/1/2010	12/1/2009	Chairman and CEO	Chairman and CEO
1/1/2009	Establish CPD Administrative unit in IPAE; prepare and issue CPD program with	Provide a mechanism to administer the CPD program and encourage	12/1/2009 and ongoing	CEO	Two new IPAE staff – one managerial

<b>Date</b>	<b>Actions</b>	<b>Objective</b>	<b>Completion Date</b>	<b>Responsibility</b>	<b>Resource</b>
	details of courses and price list to membership; invite subscriptions (season tickets/single course reservations); issue logbooks to all members who subscribe to a course	membership to attend CPD courses and buy other training materials and to record their formal and informal CPD commitment			(Director of CPD) and one administrative assistant, using existing Finance function of IPAE
3/1/2009	Article in IPAE Journal reporting progress and inviting experienced members of IPAE to offer their services as CPD trainers [The article might report that another IFAC member Body has agreed to provide training of potential IPAE trainers and an initial block of courses in core subjects during first half of 2010, that the Erewhon Ministry of Finance will meet CPD costs of members of IPAE in Government Service and that one of the major firms operating in Erewhon is contributing expertise in audit and tax updates in IPAE Journal for informal CPD ]	Develop membership interest in and commitment to CPD, provide material for informal (reading) CPD through IPAE Journal, encourage membership	9/1/2009 and ongoing	Chairman, CEO and Editor of IPAE Journal	Chairman, CEO and Editor of IPAE Journal
5/1/2009	Review response of membership to CPD courses; identify the needs of members in finance, commerce and industry (F, C & I) through correspondence in the Journal of IPAE, focus groups, etc	Extend commitment to CPD to members in non-practicing sectors, through the provision of bespoke CPD and other materials; encourage professional discussion	Ongoing	F, C & I representatives of the CPD Steering Committee and other volunteers, Chairman and CEO	Volunteer input, cost of focus group and other meetings

<b>Date</b>	<b>Actions</b>	<b>Objective</b>	<b>Completion Date</b>	<b>Responsibility</b>	<b>Resource</b>
	and develop new courses for such members – e.g. business ethics, corporate governance, function of audit committees; consider courses for non-members, such as company directors and board members. Invite members in these sectors to submit articles to the Journal and act as trainers, in part fulfilment of their CPD commitment; issue CPD logbooks to interested F, C & I members.	through focus groups; encourage informal CPD and submission of educational articles on F, C & I subjects and issues; encourage F, C & I members to act as trainers			
12/1/2009	Commencement date of first CPD Courses; all in attendance at all courses to be issued with assessment and suggestions forms for review by the Director of CPD and the Steering Committee; CEO and Director CPD consult public sector representatives and other stakeholders	Quality control of CPD courses and other materials, to ensure that CPD meets needs and encourages CPD commitment among members. Obtain suggestions for new courses from participating members. Director of CPD to review and take action and to report to the CPD Steering Committee for progress review 3/1/2010	3/1/2010 and ongoing	CEO and Director CPD	CEO and Director CPD
3/1/2010	Review by CPD Steering Committee of progress to date; development of new CPD courses; development of plans for consultation with	Measure success of first ¼ year of CPD program, assess take up rate and ensure that the number and quality of staff in the	3/1/2010 and ongoing – next review 6/1/2010	CEO and Director CPD CPD Steering Committee	CEO and Director CPD CPD Steering Committee

<b>Date</b>	<b>Actions</b>	<b>Objective</b>	<b>Completion Date</b>	<b>Responsibility</b>	<b>Resource</b>
	employers and senior/managing partners of firms during remainder of year 2010, to confirm the relevance and efficacy of CPD; Review adequacy of staffing of CPD Unit of IPAE, in light of CPD take up. Progress report to membership through Journal	CPD Unit is adequate for ongoing process.  Report to Council/Board			
6/1/2010	Discuss the establishment of a process of measurement of CPD learning or outcomes and a verification process, based on IES 7 AND IEP 2; develop processes during second half of 2010. Self-certification and sample monitoring to be considered, as this is the least resource intensive process. Liaison with the investigative and disciplinary unit of the IPAE, to establish referral and punishment of non-compliant members. Letter to membership with information on above matters, in preparation for introduction of mandatory CPD	Preparation for introduction of mandatory CPD for Practicing members effective 1/1/2011 and for all members effective 1/1/2012 and update of members.	6/1/2010 and ongoing	CEO and Director CPD CPD Steering Committee and Head of Investigation and Discipline	CEO and Director CPD CPD Steering Committee and Head of Investigation and Discipline
12/1/2010	Report to Council/Board with details of measurement, verification and disciplinary processes relevant to	Obtain authority of Council/Board for commencement of mandatory CPD for	21/1/2010 and ongoing	CEO and Director CPD CPD Steering Committee	CEO and Director CPD CPD Steering Committee

<b>Date</b>	<b>Actions</b>	<b>Objective</b>	<b>Completion Date</b>	<b>Responsibility</b>	<b>Resource</b>
	mandatory CPD for approval. Information packs, log books and other documentation to practicing members for launch of mandatory CPD 1/1/1011	practicing members and inform membership of detail of scheme			
1/1/2011	<p>Launch of mandatory CPD regime for practicing members 1/1/2011;</p> <p>Throughout 2011, ongoing reviews of progress, preparation of measurement, verification and disciplinary processes for other members ready for extension of mandatory CPD to all members; ongoing consultation with non-practicing members, employers and outside stakeholders, to ensure ongoing relevance and efficacy of CPD courses, etc; regular reports to Council/Board; periodic review of adequacy of CPD staff</p>	Ensure efficacy of existing CPD regime; preparation for monitoring of CPD compliance as of 1/1/2012 and for extension of mandatory CPD to all members.	1/1/2011 and ongoing	All above	All above
12/1/2011	Report to Council. Information packs, log books and other documentation to all members for launch of mandatory CPD for all on 1/1/1012	Ensure smooth transition to mandatory CPD for all members	1/1/2012 and ongoing	All above	All above

<b>Date</b>	<b>Actions</b>	<b>Objective</b>	<b>Completion Date</b>	<b>Responsibility</b>	<b>Resource</b>
1/1/2012	Introduction of universal mandatory CPD. Commencement of monitoring and issuance of requirements to defaulting members to make good any shortfall in CPD during 2012.	Introduction of lifelong learning requirement for all members. Commencement of fair and effective monitoring and follow-up of non-compliant members, designed to enforce compliance and foster a culture of renewal and development of professional knowledge and competences.	1/1/2012 and ongoing	CEO and CPD Unit	CEO and CPD Unit
1/1/2013	Commencement of disciplinary proceedings against any non-compliant members who have failed, without reasonable cause, to meet catch up and other requirements. Penalties should include suspension of and removal from membership.	To ensure respect for the CPD process and to gain and maintain public confidence in the Institute and the profession.	1/1/2013	CEO and CPD Unit Investigative and Disciplinary Processes	CEO and CPD Unit Investigative and Disciplinary Processes