

Section 3 Service Areas

The four service areas and a description of each are provided below, followed by a detailed description of the services planned under each service area. These services are delivered to external audiences, which may include member bodies, accounting firms (including small and medium practices), regulators, governments, professional accountants, academia and others. They do not reflect internal activities or services that support the delivery of IFAC's services to external parties.

Other organizations also contribute to the outcomes outlined in the strategic plan. IFAC's role may therefore vary between leader, facilitator and collaborator, as appropriate, in working with these organizations. The strategic and operational plans cover all three roles. The increased demand for a global response to public interest issues, including the development, adoption and implementation of high-quality standards, will require our members and associates and the accounting firms to continue to increase their investment at international level – both financial and by way of collaboration. Collaboration efforts are highlighted in the service delivery plan.

Standards and Guidance – Contribute to the development of high-quality standards and guidance by the committees and independent standard-setting boards

The standards are developed by the International Auditing and Assurance Standards Board (IAASB), International Ethics Standards Board for Accountants (IESBA), and International Accounting Education Standards Board (IAESB), under the oversight of the Public Interest Oversight Board (PIOB), and by the International Public Sector Accounting Standards Board (IPSASB). Information about the standard-setting boards and their strategies, services and priorities can be found in their strategic and operational plans.

In addition, IFAC develops or facilitates the development of international good practice guidance for professional accountants in business, for small and medium practices, and for professional accountancy organizations in developing nations. IFAC's good practice guidance is distinct from guidance supporting the adoption and implementation of standards.

Adoption and Implementation – Provide institutional support targeted at those responsible for adoption and implementation of international standards at a national, regional, or global level

Adoption is concerned with the decision that international standards are appropriate for use in specific national financial reporting environments and with the actions necessary to effect those decisions. The primary target audience is institutions such as national standard setters, governments, members, regional organizations, regulators, donor agencies, and accounting firms – especially in jurisdictions that have not yet adopted international standards or where the accountancy profession is less developed.

Adoption support comprises two main elements: (a) the translation of international standards through a facilitated process that emphasizes the need for high-quality translations; and (b) the provision of institutional adoption resources targeted to the needs of the recipient. IFAC recognizes that the central responsibility for adoption rests at a national or regional level, and that IFAC's role is to support adoption through provision of advice, facilitation, the sharing of knowledge and best practices and, where necessary, the development of guidance.

Implementation is concerned with the practical steps necessary to make use of international standards. The primary target audience is the same as for adoption – i.e., institutions, such as national standard

setters, governments, members, regional organizations, regulators, donor agencies, accounting firms, etc. The objective is to enhance their capacity to ensure consistent and effective implementation of international standards by their members or constituencies.

Implementation support involves the provision of resources targeted to the needs of those responsible for implementing international standards. IFAC recognizes that, like adoption, the central responsibility for implementation rests at a national or regional level and that its role is to provide support through the provision of advice, facilitation, the sharing of knowledge and best practices, and the development of guidance.

Quality and Development – Promote the provision of high-quality services by all members of the accountancy profession worldwide

IFAC promotes quality through the implementation of the Member Body Compliance program, initiatives aimed at improving the quality of auditing, and initiatives aimed at enhancing the competence and relevance of professional accountants.

Representation of the Accountancy Profession – Speak out on public interest issues where the profession’s expertise is most relevant

IFAC is the primary representative for the global accountancy profession and speaks out on a wide range of issues where the accountancy profession’s expertise is most relevant. IFAC accomplishes this through:

- Commenting on issues that directly relate to the accountancy profession;
- Developing and maintaining relationships with other organizations as appropriate;
- Participating in global, regional and national forums; and
- Developing policy positions that address issues relevant to the global accountancy profession.

IFAC collaborates with its members and associates in speaking out on issues affecting the accountancy profession and the public it serves, leveraging member and associate expertise.

2011 Service Delivery Plan

The descriptions and delivery methods included below reflect the nature and scope of the planned services, and how IFAC will achieve their delivery. The timeframe shows the best estimate of document publication or other activity dates. The committees and independent standard-setting boards undertake their work using an established due process, including consultation with interested parties. The timeframes for completion of projects are subject to change depending on input received throughout a project's development. They may also be adjusted to reflect changes in priorities due to unforeseen circumstances or for other reasons.

Standards and Guidance

Service Description – Standards and Guidance	Delivery Method	Timeframe
Due Process		
To ensure consistent high quality in the standards issued, a clearly defined rigorous due process is followed by the IAASB, IAESB, IESBA, and IPSASB. The PIOB, which has the mandate to oversee the IAASB, IAESB, and IESBA, approved this due process and monitors compliance with it.	PIOB confirmation of compliance with due process for all standards issued by the IAASB, IAESB, and IESBA	Throughout 2011
International Auditing and Assurance Standards Board		
International Standard on Assurance Engagements (ISAE) 3410, <i>Assurance on a Greenhouse Gas Statement</i>	Final standard	Q4 2011
ISAE 3420, <i>Assurance Reports on the Process to Compile Pro Forma Financial Information Included in a Prospectus</i>	Final standard	Q2 2011
Revision of International Auditing Practice Statements (IAPS) 1012, <i>Auditing Derivative Financial Instruments</i>	Final guidance	Q3 2011
Revision of International Standard on Auditing (ISA) 610, <i>Using the Work of Internal Auditors</i>	Final standard	Q3 2011
Revision of ISA 720, <i>The Auditor's Responsibilities Relating to Other Information in Documents Containing Audited Financial Statements</i>	Exposure draft	Q3 2011
XBRL Project	Consultation paper	Q3 2011
Statement of Authority of International Auditing Practice Statements (IAPSs)	Statement	Q4 2011
2011 Handbook of International Standards on Auditing and Quality Control	Publication	Q2 2011

Service Description – Standards and Guidance	Delivery Method	Timeframe
Academic Research Commissioned with the International Association of Accounting Education and Research (IAAER) on topics of interest to IAASB	Publication	Q4 2011
International Accounting Education Standards Board		
Revision of International Education Standard (IES) 6, <i>Assessment of Professional Capabilities and Competence</i>	Exposure draft	Q1-Q2 2011
Revision of IES 4, <i>Professional Values, Ethics and Attitudes</i>	Exposure draft Final standard	Q1 2011 Q4 2011
Revision of IES 1, <i>Entry Requirements to a Program of Professional Accounting Education</i> ; IES 2, <i>Content of Professional Accounting Education Programs</i> ; IES 3, <i>Professional Skills and General Education</i> ; and IES 5, <i>Practical Experience Requirements</i>	Exposure draft	Q2-Q4 2011
Revision of IES 8, <i>Competence Requirements for Audit Professionals</i>	Exposure draft	Q2-Q3 2011
International Education Practice Statement (IEPS) 4 on Approaches to Developing Competence for Audit Professionals	Exposure draft	Q4 2011
Revision of IES 7, <i>Continuing Professional Development: A Program of Lifelong Learning and Continuing Development of Professional Competence</i>	Final standard	Q2 2011
International Ethics Standards Board for Accountants		
Conflicts of Interest	Exposure draft	Q2 2011
Responding to Fraud and Illegal Acts	Exposure draft	Q4 2011
2011 Handbook of the Code of Ethics for Professional Accountants	Publication	Q2 2011
International Public Sector Accounting Standards Board		
Conceptual Framework	Three exposure drafts	2011-2012
Service Concession Arrangements	Final standard	Q1 2011
Reporting on the Long-Term Sustainability of Public Finance	Exposure draft	Q2 2011
Review of the Cash Basis Standard	Exposure draft; final standard	2011
Entity Combinations	Consultation Paper	Q3 2011

Service Description – Standards and Guidance	Delivery Method	Timeframe
IAS 39 Amendments	Exposure draft	2011
Annual Improvements	Exposure draft; final standard	2011
Narrative Reporting	Consultation paper	2011
Service Performance Reporting	Consultation paper	2011
2011 Handbook of International Public Sector Accounting Pronouncements	Publication	Q2 2011
Small and Medium Practices Committee		
Input to International Standard Setting on Behalf of the Small and Medium Practices (SMP) Constituency: <ul style="list-style-type: none"> • Monitor developments • Submission of comment letters • Meeting / conference presentations • Representation on international standard-setting boards, their CAGs and task forces • Representation and contribution to ad hoc consultations 	Letters, presentations, etc.	Throughout 2011
Input to International Regulatory Dialogue (directly and via IFAC Regulation and Public Policy) on SMP and small- and medium-sized enterprise (SME) issues <ul style="list-style-type: none"> • Monitor developments • Contribute to IFAC policy papers and comment letters • Representation and contribution to ad hoc consultations • Representation on relevant groups 	Direct input through representation, comment letters, etc.	Throughout 2011
Compliance Advisory Panel		
Revision of the Statement of Membership Obligations (SMOs)	Exposure draft	Q2 2011
Transnational Auditors Committee		
Input to International Standard Setting <ul style="list-style-type: none"> • Representation on international standard-setting boards and task forces, providing the perspectives of the firms / Forum of Firms (FoF) 	Input through representation	Throughout 2011

Budgeted costs of 2011 services relating to Standards and Guidance (\$,000):

Direct Costs	9,884
Indirect and Overhead Costs ¹	5,414
Total	15,298

¹ Excluding expenses associated with the office expansions.

Adoption and Implementation²

Service Description – Adoption and Implementation	Delivery Method	Timeframe
International Auditing and Assurance Standards Board		
Staff Release	Publication	Q4 2011
Facilitation of Sharing of National Standard Setter Implementation Guidance	Publication on IAASB website	Q2 2011
Clarity ISA Implementation Monitoring	<ul style="list-style-type: none"> • Interim report on SMP survey on use of clarified ISAs • Draft plan for Phase 2 	<ul style="list-style-type: none"> • Q4 2011 • Q2 2011
International Accounting Education Standards Board		
Development of High Level Adoption Support for the IESs (as appropriate)	Outreach / consultation on an adoption / implementation model for education	2011
Development of a Process for Assessing the Effectiveness of the Implementation of New IESs	Publication of the process	2011
International Ethics Standards Board for Accountants		
Development of Adoption Support for the <i>Code of Ethics for Professional Accountants</i>	Support material, including visual material	2011
International Public Sector Accounting Standards Board		
Update of Study 14, <i>Transition to the Accrual Basis of Accounting</i>	Updated study	Q1 2011
Small and Medium Practices Committee		
Companion Guide on Updated ISA Guide Companion Guide on How Member Bodies Can Make Best Use of the ISA Guide	Companion guides	Q2-Q3 2011
Companion Guide on the Quality Control Guide Companion Guide on How Member Bodies Can Make Best Use of the Quality Control Guide	Companion guides	Q3-Q4 2011

² Many of the activities reported under *Representation of the Accountancy Profession* contribute or support the adoption and implementation of international standards.

Service Description – Adoption and Implementation	Delivery Method	Timeframe
Development of Materials to Support Use of the ISA Guide for Education and Training	Publication(s)	Q2-Q3 2011
Development of Materials to Support Use of the Quality Control Guide for Education and Training	Publication(s)	Q3-Q4 2011
Article on <i>Tips for Cost-Effective Application of the Code of Ethics for Professional Accountants</i> for Use by Member Bodies	Article	Q2-Q3 2011
Development / Facilitation of Access to Ethics Guidance Targeted at SMPs	Guidance / access to guidance	Q3 2011
Compliance Advisory Panel		
Report on the Status of the Adoption of International Standards Issued by the IAASB, IAESB, IESBA and IPSASB	Report or other website publication	Q2-Q4 2011
Translations Activity		
<i>Facilitating the Adoption of Standards</i>		
<ul style="list-style-type: none"> • Put into place appropriate translation agreements and facilitate translation of standards issued by IFAC into: <ul style="list-style-type: none"> ○ 21 official European Union (EU) languages ○ major world languages in addition to EU languages (Arabic, Chinese, Brazilian Portuguese and Russian) ○ other languages as appropriate 	Signed translation and reproduction agreements Completed translations Meetings with member bodies and other relevant organizations	Throughout 2011
<ul style="list-style-type: none"> • Provide regular updates on translation and reproduction issues to the independent standard-setting boards and National Standard Setters. 	Presentations at meetings	Throughout 2011
<ul style="list-style-type: none"> • Support, as necessary, the translation of the IAASB handbook by the translating bodies of Spain 	Publication of Spanish language IAASB handbook	Throughout 2011
<ul style="list-style-type: none"> • Review and revise (as necessary) the IFAC policy statements for translation and reproduction dated December 2008 	Policy statements	2011
<ul style="list-style-type: none"> • Coordinate with the Operations department as necessary on commercial or sublicensing arrangements for reproduction of English language or translated IFAC copyrighted material 	Signed commercial agreements Completed sublicensing arrangements	Throughout 2011

Service Description – Adoption and Implementation	Delivery Method	Timeframe
<i>Processing Translation and Reproduction Agreements</i>		
<ul style="list-style-type: none"> Respond to inquiries related to translation and reproduction of publications issued by IFAC 	Completed responses Signed translation and reproduction agreements	Throughout 2011
<ul style="list-style-type: none"> Review and analyze permissions requests and translation proposals for compliance with IFAC policy statements and decision on granting permission to translate or reproduce 	Processed requests Signed translation and reproduction agreements	Throughout 2011
<i>Providing Access to Translations and Reference Material</i>		
<ul style="list-style-type: none"> Provide an up-to-date overview of available translations of IFAC publications through an enhanced web-based IFAC Translations Database 	Updates to the database Enhanced web-based IFAC Translations Database	Throughout 2011
<ul style="list-style-type: none"> Provide other reference material to assist interested parties in submitting appropriate permissions requests and translation proposals (including a sample permissions request/translations proposal and Frequently Asked Questions document) 	Up-to-date sample permission request, translation proposal and FAQ document	Throughout 2011
<ul style="list-style-type: none"> Facilitate the translation of selected material in the Professional Accountancy Organization Development Committee (PAODC) toolkits, as appropriate 	Translated toolkits	Throughout 2011

Budgeted costs of 2010 services relating to Support for Adoption and Implementation (\$,000):

Direct Costs	1,205
Indirect and Overhead Costs ³	720
Total	1,925

³ Excluding expenses associated with the office expansions.

Quality and Development

Service Description – Quality and Development	Delivery Method	Timeframe
International Auditing and Assurance Standards Board		
Audit Quality	Publication Consultation paper	Q1 2011 Q4 2011
Professional Accountancy Organization Development Committee		
Develop Communications That Support the Launch of the PAODC	Newsletter features / press release as appropriate; specialized brochure for external stakeholders	Q1 2011
Updating of Mentoring Guidelines for Professional Accountancy Organization	Updated guidelines	Q4 2011
Communication of Country, Regional and International Developments	Member Body Development e-News	Q1 2011; Q 2 2011; Q4 2011
Advocacy and Awareness Building (e.g., international institutions / participation in public events)	Presentations or participation in relevant events	Throughout 2011
Advisory and Technical Activities Targeting Professional Accountancy Organization and Relevant Stakeholders in Developing and Emerging Economies	Outreach activities aimed at members and potential members	Throughout 2011
Support of / Participation in Regional Events	Regional events	2011
Professional Accountants in Business Committee		
Roles and Domain of Professional Accountants	Publication	Q2 2011
Revision of the <i>Enterprise Governance Framework</i>	Framework	Q4 2011
Revision of International Good Practice Guidance (IGPG), <i>Evaluating and Improving Governance</i>	Guidance	Q4 2011
Development of a Public Sector Governance Framework	Framework / guidance	2011
Revision of IGPG, <i>Project Appraisal Using DCF</i>	Guidance	Q4 2011
Maintenance of the IFAC Sustainability Framework	Up-to-date framework	Throughout 2011
Maintenance of the A4S/IFAC Sustainability Community website http://a4s.ifac.org/	Up-to-date website	Throughout 2011

Service Description – Quality and Development	Delivery Method	Timeframe
Appraisal of the Integration of Sustainability Into Capital Investment	Survey and report of findings	2011
Support of the Development and Establishment of the International Integrated Reporting Committee (IIRC)	Input as co-chair of the working group responsible for advising the steering committee on the establishment of the IIRC	Throughout 2011
Appraisal of the Need for an International Internal Control Framework	Roundtable to discuss findings	Q1 2011
IGPG, <i>Evaluating and Improving Internal Control</i>	Exposure draft	Q2 2011
IGPG, <i>Evaluating and Improving Business Reporting</i>	Exposure draft	Q4 2011
IGPG, <i>Predictive Performance Analytics</i>	Final guidance	Q2 2011
Small and Medium Practices Committee		
International Center for SMPs <ul style="list-style-type: none"> • Provide advice on format and navigation of center • Update relevant links (especially ISA implementation, business advisory and practice management) • Expand topic coverage on SME/SMP Discussion Board • Increase awareness of IFAC SMP activities through the SMP Twitter 	Web-based International Center for SMPs	Throughout 2011
Update the Practice Management Guide Update the Companion Guide on How Member Bodies Can Make Best Use of the Practice Management Guide	Updated guide and companion guide	Q2-Q4 2011
Develop Articles to Promote the Practice Management Guide	Articles	Q2-Q4 2011
Develop and Maintain a Vehicle for Member Body Sharing of Products/Services <ul style="list-style-type: none"> • Launch online member body sharing vehicle • Evaluate suitable materials for sharing and distribute suitable content on a timely basis 	Online member body sharing vehicle	Q2 2011; ongoing
Enhance the Awareness and Value of SMEs and the SMPs That Support Them <ul style="list-style-type: none"> • SMP/SME issues survey and brochure summarizing results • Electronic brochure(s) on <i>SMPs as Business Advisors to SMEs and/or Working for SMPs</i> 	Survey and summary of results, brochures, video, etc.	<ul style="list-style-type: none"> • Q1 2011 • Q2 2011 • Q1 2011

Service Description – Quality and Development	Delivery Method	Timeframe
<ul style="list-style-type: none"> IFAC SMP Forum summary video 		
Compliance Advisory Panel		
Publication of Initial Action Plans	Published new Action Plans	Throughout 2011
Annual Update of Action Plans	Published updated Action Plans	Throughout 2011
Policy Advice and Guidance to IFAC Members	Staff outreach to member bodies re Action Plans / SMOs and related matters	Throughout 2011
Assessment and Due Diligence of Membership Applications	Membership applications for approval by IFAC Council	Throughout 2011
Input to the World Bank Reports on Observance of Standards and Codes (ROSC) – Auditing & Accounting program	<ul style="list-style-type: none"> ROSC reports where IFAC provides comments as a peer reviewer ROSC dissemination workshops with IFAC representation 	Throughout 2011
Continued Promotion of the Value and Relevance of the Member Body Compliance Program to Relevant Regulatory Bodies	Informal and formal interactions with relevant stakeholders	Throughout 2011
Continued Implementation of the Policy Statements for Regional Organizations (ROs) / Accountancy Groupings (AGs)	<ul style="list-style-type: none"> Meetings with individual ROs / AGs Annual ROs / AGs meeting Assessment reports received from ROs / AGs Interactions with ROs / AGs to progress the Member Body Compliance program in their constituency 	Throughout 2011
Transnational Auditors Committee		
Support the Self Assessment Program of FoF Membership Obligations	Monitor reporting and address issues arising as needed	Q4 2011
Enhance the Implementation of ISAs and International Standard on Quality Control (ISQC) 1	Identify practice and regulatory issues and communicate with firms, regulators	Throughout 2011

Service Description – Quality and Development	Delivery Method	Timeframe
	and standard-setting boards as appropriate	
Arrange Symposiums / Workshops on Topical Audit Issues	Staff driven in collaboration with firm resources	Q1 and/or Q4 2011
Develop Good Practice Guidance on Matters Related to Audit Quality and Related Topics	Good practice guidance	Q4 2011
Collaboration Between FoF / TAC / Global Public Policy Committee and Member Body Compliance Program to Assist Member Bodies with Firm Resources as Agreed Between the Firms and IFAC	Staff driven in collaboration with firm resources	Throughout 2011
Presentations by FoF Representatives Promoting FoF Objectives	Presentations	Throughout 2011

Budgeted costs of 2010 services relating to Quality and Development (\$,000):

Direct Costs	2,788
Indirect and Overhead Costs ⁴	1,668
Total	4,456

⁴ Excluding expenses associated with the office expansions.

Representation of the Accountancy Profession

Service Description – Representation of the Accountancy Profession	Delivery Method	Timeframe
Regulatory and Public Policy Activities		
Meetings of the PIOB	IFAC representatives' attendance at / participation in meetings	Throughout 2011
Meetings of the IFRS Advisory Council	IFAC representatives' attendance at / participation in meetings	Throughout 2011
Meetings of the IFAC Regulatory Liaison Group (IRLG) and meetings of the IRLG and the Monitoring Group	Meetings as per the IRLG terms of reference	2011
National and international meetings, roundtables, seminars and conferences	Officers' and senior management's attendance at / participation in events	Throughout 2011
Maintenance of regulatory and other relationships, including: <ul style="list-style-type: none"> • African Development Bank • Asian Development Bank • Basel Committee on Banking Supervision • European Commission • Financial Stability Board • Global Public Policy Committee • Inter-American Development Bank • International Accounting Standards Board • International Accounting Standards Committee Foundation • International Association for Accounting Education and Research • International Corporate Governance Network • International Federation of Independent Audit Regulators • International Monetary Fund • International Organization of Securities Commissions • International Organization of Supreme Audit Institutions • International Valuation Standards Council • Monitoring Group • Organization for Economic Co-operation and Development 	Meetings and other interactions	Throughout 2011

Service Description – Representation of the Accountancy Profession	Delivery Method	Timeframe
<ul style="list-style-type: none"> • Prince of Wales Accounting for Sustainability (A4S) project • Public Company Accounting Oversight Board • Transparency International • United Nations • UN Conference on Trade and Development • World Bank • World Federation of Exchanges 		
Public Policy Positions and External Submissions		
Develop IFAC Position Papers	Papers	2011
Develop Output Paper (paper resulting from IFAC conference (e.g., 2010 Corporate Governance Conference)	Paper	2011
Respond to Exposure Drafts Issued by Stakeholder Organizations	Letters / reports	Throughout 2011
INTERNATIONAL AUDITING AND ASSURANCE STANDARDS BOARD		
Communication on Meaning of Audit	Publication	Q4 2011
Communication Initiatives relating to Auditing, Assurance and Related Services Standards	Publication	Q4 2011
Promotion of IFAC's Public Interest Activities		
INTERNATIONAL AUDITING AND ASSURANCE STANDARDS BOARD		
Meetings with the IAASB Consultative Advisory Group	Public meetings	Q1 and Q3 2011
Meetings with National Standard Setters, including European National Standard Setters	Meetings	Q1, Q2 and Q3 2011
Meetings of the Standing Advisory Group of the Public Company Accounting Oversight Board (PCAOB)	IFAC representatives' attendance at / participation in meetings	2011
Meetings with the IASB	Meetings	Q2 and Q4 2011
Meetings with Regulators and Other Stakeholders and International, Regional, and National Forums	IFAC representatives' attendance at / participation in meetings, forums, etc.	Throughout 2011

Service Description – Representation of the Accountancy Profession	Delivery Method	Timeframe
IFAC SMP Committee Forum	Participation in forum	Q1 2011
INTERNATIONAL ACCOUNTING EDUCATION STANDARDS BOARD		
Meetings with the IAESB Consultative Advisory Group	Public meetings	Q2 2011
Meetings with Regulators and Other Stakeholders and International, Regional, and National Forums	IFAC representatives' attendance at / participation in meetings, forums, etc.	Throughout 2011
Collaboration on Accounting Education Research Projects	Research workshops with IAAER and other academic accounting associations	2011
INTERNATIONAL ETHICS STANDARDS BOARD FOR ACCOUNTANTS		
Meetings with the IESBA Consultative Advisory Group	Public meetings	Q1 and Q3 2011
Meetings with National Standard Setters	Meetings	Q2 2011
Meetings of the PCAOB	IFAC representatives' attendance at / participation in meetings	Q2 2011
Meetings with Regulators and Other Stakeholders and International, Regional, and National Forums	IFAC representatives' attendance at / participation in meetings, forums, etc.	Throughout 2011
IFAC SMP Committee Forum	Participation in forum	Q1 2011
INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARDS BOARD		
Meetings of National and International Standard Setters, International, Regional, and National Forums, and World Bank Forums, including: <ul style="list-style-type: none"> • OECD Accruals Symposium • NZ/Aus Boards Joint meetings • Regional Event(s) • National/World Standard Setters • International Colloquium • World Bank/IMF • FEE/other European organizations 	IFAC representatives' attendance at / participation in events	Throughout 2011
PROFESSIONAL ACCOUNTANCY ORGANIZATION DEVELOPMENT COMMITTEE		
Contact with Current and Potential Member Organizations	Formal contact with current or potential	Throughout 2011

Service Description – Representation of the Accountancy Profession	Delivery Method	Timeframe
	member organizations or their key stakeholders	
PROFESSIONAL ACCOUNTANTS IN BUSINESS COMMITTEE		
Promoting IFAC PAIB Strategy and Activity, including: <ul style="list-style-type: none"> • CMA Conference in Asia • Attendance at a SAFA meeting • Joint ICAA/CPA Australia forum to coincide with Professional Accountants in Business Committee meeting 	IFAC representatives' attendance at / participation in events	Throughout 2011
Promoting the Role of Professional Accountants in Sustainability, including: <ul style="list-style-type: none"> • Key member body conferences focused on sustainability, or those with sustainability aspects included • Sustainable development related conferences organized by the UN Department of Economic and Social Affairs, UN Conference on Trade and Development, Organization for Economic Co-operation and Development and the World Bank 	IFAC representatives' attendance at / participation in events	Throughout 2011
SMALL AND MEDIUM PRACTICES COMMITTEE		
Meetings of Stakeholders and National, Regional, and International Conferences	IFAC representatives' attendance at / participation in events	Throughout 2011
IFAC SMP Forum (with TURMOB and FCM)	Forum	Q1 2011
SME Policy Forum (with FEE)	Forum	Q3 2011
COMPLIANCE ADVISORY PANEL		
Events of Member Organizations, ROs, AGs, and Other Relevant Organizations	Attendance at / participation in events	Throughout 2011
Meetings with Regulators and Other Stakeholders (including participation in World Bank and other funded projects)	Attendance at / participation in events	Throughout 2011
Collection and analysis of IFAC Member Body Statistics to Provide a Profile of the Global Profession	Publication of non financial statistics on IFAC website	Q1-Q4 2011

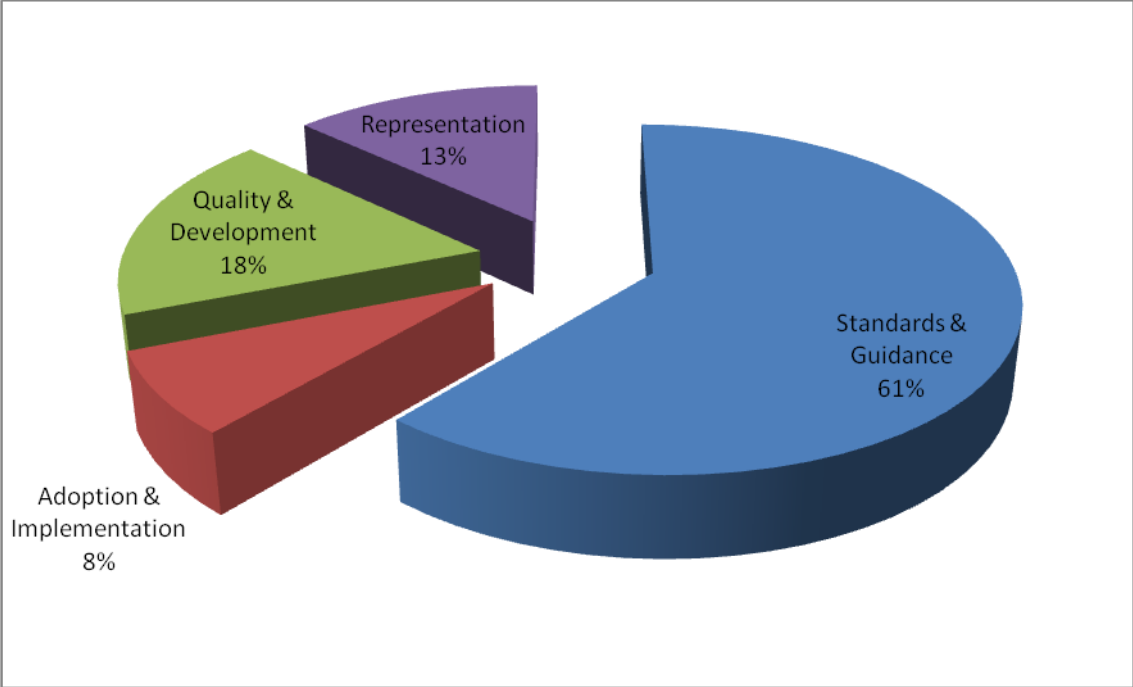
Budgeted costs of 2010 services relating to Representation of the Accountancy Profession (\$,000):

Direct Costs	2,359
Indirect and Overhead Costs ⁵	920
Total	3,279

⁵ Excluding expenses associated with the office expansions.

The allocation of total expenses (excluding the expenses associated with the office expansions) across the four service areas is illustrated below:

Service Area Allocations



Communications – Effective and efficient communication with a wide-ranging audience

IFAC’s communications activities support its overall strategy by promoting the value of and adherence to high-quality international standards; increasing awareness of the accountancy profession’s many roles and, in particular, its contributions to economic growth and development; and facilitating collaboration and ongoing dialogue with IFAC stakeholders through the website and various other electronic print media. IFAC’s communications are targeted to a wide-ranging audience that includes member bodies and associates, regional accountancy organizations, firms, the media, regulators, standard setters, development agencies, academics, professional accountants, and various international organizations. Communications activities planned for 2011 are set out below. The cost of these activities is included in the indirect and overhead costs presented on the preceding pages.

Communications Activity	Timeframe
Media Relations	
Interviews, press conferences, and press releases	Throughout 2011
Letters to the editor, editorials, and articles	Throughout 2011
Prepare for and respond to issues and “crises”	Throughout 2011
Members, Associates, Regional Organizations, Accountancy Groupings and Other Stakeholders	
2011 Global Leadership Survey	Q4 2011
Distribute announcements / notices of key developments	Throughout 2011
Build relationships and enhance collaboration on communication initiatives	Throughout 2011
Promotion and Marketing	
Develop communications to support the delivery of standards and guidance	Throughout 2011
Develop communications to support the delivery of adoption and implementation material / initiatives	Throughout 2011
Develop communications to promote the value of professional accountants (including PAIBs and SMPs) worldwide	Throughout 2011
Develop communications to support IFAC’s key policy positions	Throughout 2011
Articulate IFAC’s vision, mission, values and overall brand in product design and messages	Throughout 2011
Explore advertisement placement in key trade publications, websites and directories	
Continue to explore and experiment with new formats / vehicles to enhance IFAC’s brand, image and credibility, increase exposure for IFC’s messages and platforms, promote and market IFAC standards and other deliverables, and deliver IFAC news (including digital reader production tools, webinars, podcasts, Twitter, social networking sites, etc.)	Throughout 2011

Communications Activity	Timeframe
Communications Material and Reports	
IFAC Newsletter	Throughout 2011
IFAC Update	Throughout 2011
Global Digest	Throughout 2011
Activity eNews	Throughout 2011
IFAC Fact Sheets	Throughout 2011
Website Development and Enhancements	
Revamp the IFAC website to improve design and navigation	Q2 2011
Update of pages on an ongoing basis to reflect the release of new publications and other changes	Throughout 2011
Translation of core IFAC communications into official UN languages	Throughout 2011