

# STRATEGY IMPLEMENTATION PLAN—2014



International  
Federation  
of Accountants®

## Introduction

This *Strategy Implementation Plan—2014* (the Plan) highlights shifts in emphasis and priority as IFAC implements its strategy. Using IFAC's *Strategic Plan for 2013-2016* as the starting point, the Plan aligns the strategic objectives with four operating lines. The strategic objectives have been repositioned slightly to present IFAC's key areas of focus.

This Plan presents the strategy in a streamlined, easy-to-read format. The Plan starts with the outcomes IFAC seeks to influence and presents IFAC's vision and mission and the impact of the environment in which IFAC operates. The Plan explains how IFAC plans to maximize opportunities and minimize risk while achieving its strategic objectives. It also presents identified cross-cutting themes (or enablers) that help IFAC achieve these strategic objectives.

# What outcomes does IFAC seek to influence?



**Key:**

Main Impact On	Influence
Profession/Institutions/Organizations	More Direct
Individuals/Regulators	Less Direct
Community	Indirect

# What are IFAC's vision and mission?

## **Vision**

That the global accountancy profession be recognized as a valued leader in the development of strong and sustainable organizations, financial markets, and economies.

## **Mission**

To serve the public interest by:

- contributing to the development of high-quality standards and guidance;
- facilitating the adoption and implementation of high-quality standards and guidance;
- contributing to the development of strong professional accountancy organizations (PAOs) and accounting firms, and to high-quality practices by professional accountants; and promoting the value of professional accountants worldwide; and
- speaking out on public interest issues.

## What is the environment in which IFAC operates?

*Continuous monitoring and careful analysis of external factors in the context of IFAC's mission and vision identifies the key opportunities and risks relevant to IFAC.*

- **Diversified** and **segmented**, with competing needs and priorities.
  - Developed, mature economies with low economic growth alongside developing economies, including the BRICS (Brazil, Russia, India, China, and South Africa) and other economies.
  - Large, public enterprises and large accounting firms alongside small- and medium-sized entities (SMEs) and small- and medium-sized practices (SMPs).
  - Professional accountants providing many different services in public practice alongside professional accountants in business, governments, and academia.
  - PAOs that vary significantly by stage of development, financial and human resource capacity, and legal status and authority.
- **Complex** and **constantly changing** with new and emerging risks; shocks—if they occur—can have effects beyond the profession.
- **Globalized**, due to economic, social and technological forces, but with national priorities often in conflict with desirable global convergence.
- In a **shifting regulatory landscape**, with national regulatory requirements increasing in volume and complexity, global regulatory convergence being slow and political, and implementation occurring slower than actual rule-making.
- Continuously subject to **political scrutiny** as regulatory responses to accounting matters become more politicized.
- **Competitive** yet **collaborative**
  - Professional accountants working closely (and competing for jobs) with others, both within and outside the profession, and increasingly having to be effective in multi-disciplinary teams.
  - IFAC Members forming alliances but also competing for global reach as they expand beyond national boundaries.
- Affected by the accelerated impact of **trends** and **innovation**, including information technology and human capital issues.

## How does the environment impact IFAC?

### Opportunities

- An increase in the demand for international standards
- An opportunity to leverage IFAC's unique position as an international organization to:
  - collaborate with other international professional organizations, IFAC Member alliances, international development organizations, and the donor community;
  - interact and build deeper relationships with key stakeholders; and
  - bring diverse elements of the profession together, including convening meetings of influential parties, to advance issues of relevance to the global accountancy profession
- An opportunity to promote the development of the profession in emerging economies

### Risks

- Strategic Risks
  - Loss of stakeholder confidence in standard setting
  - Failure to identify, prioritize, and render services to meet the conflicting demands of IFAC Members and other stakeholders
  - Loss of effectiveness as the representative voice of the global profession
- Operational Risks with Strategic Implications
  - Insufficient funding
  - Inability to attract/retain a diverse and highly-qualified staff
  - Failure of critical IT systems and capabilities

## What are IFAC's strategic objectives?

Strategic Objective	Operating Line
Contribute to the development of high-quality global standards	Support Standards Development
Strengthen the capacity of the profession and promote high-quality practices by professional accountants	Quality and Capacity
Speaking out	Global Representation and Advocacy
Support professional accountants worldwide	Support the Profession

## What actions will be taken by the four operating lines in 2014?

### Support Standards Development

- Clarify and reinforce the perceived independence of the Standard-Setting Boards (SSBs)
  - Implement the recommendations flowing from the IFAC Constitution review
  - Develop a protocol to define relationships between IFAC, SSBs, Public Interest Oversight Board, and Monitoring Group
  - Prepare and disseminate a document to address common misperceptions about IFAC's role in the standard-setting process
  - Enter into service level agreements with the SSBs
- Support the development of international standards through the independent SSBs, including resourcing them to be proactive and to respond to issues in a timely manner
- Contribute to the advancement and direction of integrated reporting

### Quality and Capacity

- Operationalize MOSAIC (Memorandum of Understanding to Strengthen Accountancy and Improve Collaboration)
- Actively support greater governmental transparency and accountability through improved financial reporting
- Facilitate adoption and implementation of the international standards, including developing/facilitating the sharing of implementation tools, guidance, etc.
- Develop Member compliance information and action plans
- Support PAO development through the PAO Development Committee





### Global Representation and Advocacy

- Present global views in current debates on behalf of the profession, including debates brought about by the changing regulatory environment
- Speak out on themes that IFAC is uniquely positioned to address
- Consult with major stakeholders to develop key messages

### Support the Profession

- Establish a global knowledge gateway to share resources, with an initial emphasis on professional accountants in business (PAIBs) and publicly available information for SMPs
- Support service delivery to professional accountants, including PAIBs and SMPs through the work of the PAIB and SMP Committees

## How will IFAC measure achievement of the strategic objectives?

Achievement will be measured through Key Performance Indicators (KPIs) developed by management in consultation with the IFAC Board's Planning and Finance Committee and approved by the IFAC Board.

## To implement the strategy, what must IFAC maintain and develop?

### IFAC will maintain:

- People
  - Organization
  - Staff
  - Boards, committees, task forces, working groups, etc.
  - Advisory groups
  - Member organization collaboration
  - Outsourcing
- Infrastructure
  - Including outsourced IT function

### IFAC will develop:

- A relentless stakeholder focus that enables IFAC to leverage its stakeholder relations
  - Members, Associates, and Affiliates
  - Forum of Firms
  - Other key stakeholders
- Diversified funding that is driven by capitalizing on IFAC's value proposition
- Being fit for purpose
  - Adapt processes and reporting that are appropriate for each operating line
  - Attract and retain the right people (see also "People" above)

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