IAASB

International Auditing and Assurance Standards Board®

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|		**Agenda Item L**
Meeting:	IAASB Consultative Advisory Group	
Meeting Location:	New York, United States of America	
Meeting Dates:	September 11–12, 2018	

The IAASB's Future Strategy

Objective of Agenda Item

The Objective of this agenda item is to obtain the IAASB CAG's views on the proposed strategic direction for the IAASB's Strategy for 2020–2023.

Responses to the Strategy Survey

1. The IAASB's future strategy consultation process commenced with the release of the Strategy Survey on 1 May 2018. The input from this survey is used to help inform the Steering Committee (SC) (which serves as the Task Force for the development of the future strategy and work plans) and the Board in developing the IAASB's Consultation Paper (CP) on its future strategy. Appendix 4 sets out the proposed timetable for the development of the future strategy.

2. The Strategy Survey was open for 90 days until 24 July 2018 and there were 76 responses, 12 of which were from global organizations. The chart below shows the distribution of responses by stakeholder category, excluding the 42 responses received from individuals.
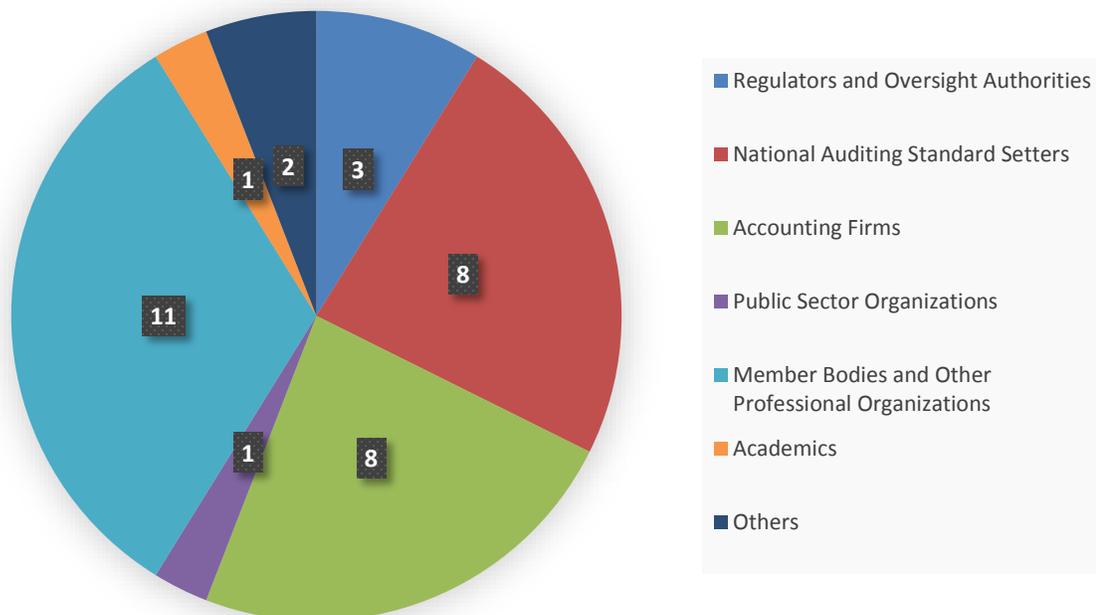
3.   Appendix 5 includes a list of respondents to the Strategy Survey. Although valuable input has been obtained from the stakeholders that did respond, there are some stakeholder groups that are noticeably missing (e.g., investors, those charged with governance, public sector, some Monitoring Group members) or from which there was a limited response (e.g., audit oversight bodies). In order to develop a robust, representative strategy, the SC is of the view that further outreach is needed, in particular to the stakeholder groups that are not, or only to a limited extent, represented in the responses. The IAASB's senior leadership and Staff will further reflect on the best way to obtain further input from these stakeholder groups to better inform the future strategy.

4.   In addition, the Board has been encouraged to further solicit input from stakeholders that do not traditionally respond to the Strategy Survey. To assist Board members and technical advisors, Staff prepared a toolkit, sent in July 2018, with a view to individual members soliciting relevant input until November 2018 in order to help inform the development of the CP. A summary of the input from this outreach to date can be found in paragraph 32.

5.   The IAASB will discuss the responses to the Strategy Survey and the views expressed by the CAG's representatives as part of this agenda item.

Summary of Responses

6.   **Agenda Item L.1** includes an analysis of the responses to the Strategy Survey, including an explanation about how the analysis has been prepared. A high level overview of what we heard, based on the analysis set out in **Agenda Item L.1**, is included in this section.

Global Issues, Trends or Developments

7.   With respect to the strategic environment affecting the needs of the IAASB's stakeholders and the implications for the IAASB's International Standards, key themes identified included the following:

- *Advances in technology*—Many respondents emphasized that new technologies are a key ongoing development that will affect the needs of the IAASB's stakeholders in the foreseeable future and beyond. It was noted that the use of technologies by both entities and auditors may have revolutionary effects on the audit profession.

- *Changing reporting needs of stakeholders*—Respondents noted that the need for, and type of, independent assurance is changing. The importance of robust guidance, and in the future may be standards, around emerging forms of external reporting was highlighted, in particular given the increasing uptake of integrated reporting and sustainability reporting, along with new requirements for reporting arising from legislative or regulatory requirements in response to issues such as climate change.

- *Changing environment for small and medium sized practices*—Respondents noted the SMP environment is changing and that for audits of smaller or less complex entities the scalability of the International Standards on Auditing (ISAs) is an important topic. It was noted that scalability is a critical prerequisite for standards to be suitable for audits of smaller and less complex entities and to perform a cost efficient audit on smaller engagements.

- *Future of the profession*—The future of the profession, including the perceived value of the audit and the competencies and training of audit personnel, were seen by respondents as an emerging development. It was noted that the fundamental intrinsic value of the current audit model is being scrutinized in various jurisdictions.

8. Respondents identified the following key challenges and other factors that may impact the IAASB's focus in relation to its people, processes, technology and activities:

- *Monitoring Group consultation*—Several respondents highlighted the Monitoring Group consultation currently in progress as a particular challenge in developing the IAASB's future strategy, particularly in light of the issues and challenges highlighted in the Monitoring Group's Consultation Paper.[1] Matters related to the Monitoring Group review included a diversity of views in relation to the need to change the current standard-setting model, the degree of reliance on professional technical staff in the standard-setting process and the composition of the standard-setting boards.

- *Timeliness of standard setting*—It was highlighted that the IAASB has a key role to play in both the development and maintenance of standards, and as well as effective implementation, in responding to the rapid changes occurring in the profession and the global environment. The importance of the IAASB responding to these changes, within a reasonable timeframe, was emphasized as essential, because failing to do so could impede the relevance of the services provided by auditors.

- *Addressing demands from various stakeholder groups*—It was recognized that the IAASB's stakeholders often hold different, and sometimes opposing, views. Therefore, a key challenge highlighted for the IAASB is prioritizing, and responding to, different and competing calls for action from varying stakeholders.

9. Respondents to the survey identified the following opportunities for changing the way the IAASB undertakes its activities:

- *Change how the Board operates*—Some respondents urged the IAASB to operate in a more strategic manner, noting that the IAASB spends too much time on detailed drafting, limiting its ability to discuss strategic matters and react quickly to deal with emerging issues. The IAASB was encouraged to split its activities to allow more time to focus on strategic issues, including conducting research to inform the IAASB of emerging developments and to inform the development of project proposals.

- *Improvements or changes to the standard-setting process*—Respondents were of the view that the time taken to follow due process should be balanced with the desire and need to issue timely guidance, particularly in an environment where the investor community is faced with rapidly evolving topical and industry-specific issues. It was noted that the IAASB should

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[1] The Monitoring Group issued its Consultation Paper, *Strengthening the Governance and Oversight of the International Audit-Related Standard-Setting Boards in the Public Interest*, in July 2017. At the time of writing this paper the Monitoring Group continues to develop its proposals in light of the feedback to its Consultation Paper. In developing the future Strategy for 2020–2023, the IAASB is mindful of the issues and challenges that were presented by the Monitoring Group, but will continue to develop its Strategy taking into account the views of all of its stakeholders.

therefore consider options for more agile, rapid responses. Suggestions included that this may involve:

- o The development of non-authoritative guidance or other staff documents to address more immediate issues or comprise an interim step in a standard-setting project.

- o The development of guidance because, in some cases, guidance may be an appropriate response, as opposed to the revision of a standard.

- o Committing more efforts toward research and dialogue on challenges and issues affecting audit and assurance services when they emerge.

- *Increased use of technology*—The IAASB was encouraged to leverage communication and technology tools to become more efficient, for example to reduce the travel time incurred by many Board members, develop an interactive handbook, or make use of tools to share and author documents.

- *Collaboration*—It was emphasized that the IAASB should work more closely with other national auditing standard setters (NSS), as well as with the International Ethics Standards Board for Accountants (IESBA).

Responses on the Focus of the IAASB's Activities In 2020–2023

10. In the strategy survey, respondents were asked to allocate a portion of the IAASB's effort over six categories: quality control, audits and reviews of historical financial information, other assurance – Emerging External Reporting (EER) engagements, other assurance and related services (other than EER engagements), professional skepticism, and matters relating to audits of smaller and less complex entities. The feedback from respondents shows the importance of, and the need to balance work effort to, all of the identified areas, but there was a particular emphasis on quality control, and audits and reviews.

11. Respondents also noted strong support for the IAASB to shift efforts to implementation activities and not only focus on the development of standards. However, it was also noted that the IAASB needs to strike an appropriate balance in this regard. Respondents noted many reasons for shifting efforts to implementation activities, in particular:

- The significance of recent revisions to both auditing and quality control standards (including the expected revisions from those standards currently under revision); and

- That the implementation activities would support auditors of smaller and less complex entities.

12. It was suggested by respondents:

- That the IAASB should perform a root cause analysis to decide, on a case by case basis, whether amending the standards or an implementation activity is most appropriate.

- To introduce an additional dedicated program for research and implementation before and alongside the core program to develop new or revised standards.

- That further consideration be given to limited scope amendments instead of reopening standards as a whole.

13.   In relation to the development of new, or the revision of extant standards, a specific question was included in the strategy survey on how the IAASB should approach developing new or revising extant standards:

- A majority of respondents supported a strategic review of extant standards.

- Several respondents supported prioritizing projects on new topics and a moratorium on developing new / revising current standards.

- On the other hand, some respondents expressly opposed a moratorium.

14.   Respondents noted the following specific topics that should be prioritized by the IAASB when developing new, or revising existing, standards or related guidance for the period 2020—2023:

- Scalability of the ISAs;

- Standards and implementation guidance for auditing small and medium sized entities;

- The use of technology (including data analytics);

- EER assurance; and

- Enhancing the IAASB's processes.

Staff's Recommendations for Strategic Direction

15.   This section sets out Staff's views about the presentation of the broader strategy that will be developed for consultation. The input from the Board on the matters that follow will help the SC develop the strategic objectives for Board consideration. In the view of the SC, the strategic objectives provide the broad framework around the IAASB's work, and are therefore important in communicating the focus and activities of the Board over its strategy period. The proposed strategic objectives will be presented as part of the draft CP for Board discussion in December 2018.

16.   In developing the IAASB's future strategy and work plans, any proposals will need to be sufficiently flexible to accommodate any changes that may arise from the Monitoring Group review. This review will likely result in changes to the structure of the Board, as well as Staff changes, both of which will impact the work of the IAASB in its future strategy period. The following recommendations contemplate the likelihood of changes to the board's processes and staffing in the next few years.

17.   There are two overall themes from the responses:

- The 'right work at the right time' is needed (i.e., the IAASB needs to do more to have evidence-based substantiation for the work it undertakes, based on the needs of stakeholders as well as the continuously evolving environment).

- The timeliness of the IAASB's work to meet the needs of its stakeholders (i.e., further consideration needs to be given to the nature of the project(s) that the IAASB undertakes to make sure that the effort is directly responsive to the particular needs of global stakeholders and is flexible enough to address emerging issues or questions on a timely basis).

The Staff's analysis and recommendations below have been developed taking these into account.

18. Based on the responses, it is recommended that further consideration be given to formalizing the Board's policies and procedures in structured activity streams (and enhancing these where necessary) as follows:

- Research phase;

- Developing and revising standards;

- Developing non-authoritative practical guidance;

- Maintenance of standards;

- Implementation activities; and

- Outreach.

Each of these activities is described further below.

19. If this approach is the agreed direction for the development of the CP, further reflection about how each activity interacts with the others will be needed (for example, how initiatives and projects move between the various activities). In addition, further Board consideration about how such changes could be implemented will be needed, as changes to the Board's processes and procedures (possibly including due process) will be necessary.

20. The relationships and interactions between the different activity streams is shown in the chart below.
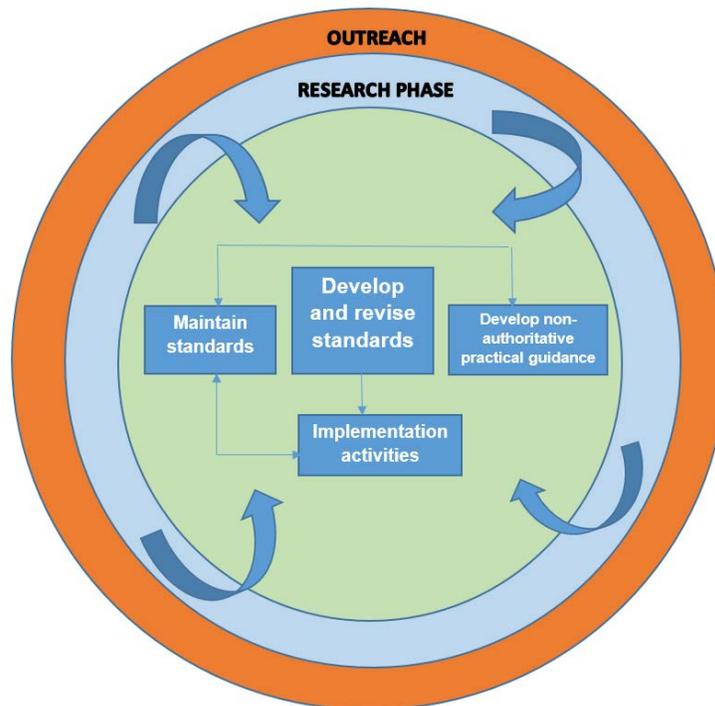
Research Phase

21.   Currently the Innovation Working Group is used to inform the Board about environmental developments, in particular where standard-setting or other Board efforts are needed. However, from the responses across a broad range of stakeholders, there appears to be a need for more information-gathering and research before the start of an initiative or project. Furthermore, it was noted that consideration should be given to more than just changes to the standard-setting model in accordance with the IAASB's formal current due process procedures. To address this, the SC is of the view that more needs to be done before a project is started (referred to hereafter as the 'research phase'). This will assist with a more 'evidence-based' approach to the IAASB's standard-setting and other activities.

22.   The research phase would include activities related to understanding the specific needs of stakeholders, understanding the environment and changes thereto, and properly scoping the projects that are undertaken. Further consideration will need to be given to how the research phase activities would be resourced as this would be an expanded work effort from the IAASB's current activities. For example, and as encouraged by many stakeholders in the responses to the Strategy Survey, NSS could be involved in some of the activities.

23.   Activities within the research phase would likely include:

- Environmental scans about emerging matters for the Board to further consider.

- Information gathering and research (possibly with the academic community) about a specific topic.

- Post-implementation reviews.

- Robust board discussions regarding progressing a topic to make sure appropriate action is taken (if needed) (e.g., whether it should be standard-setting, development of non-authoritative guidance, implementation activities, etc.)

24.   The research phase would feed the other activity streams depending on the outcome of the research activities (i.e., if no specific or immediate global need is identified, no further action would be undertaken). As noted, further consideration will also need to be given to formalizing the specific structured activities to be undertaken as part of this activity stream, as well as for determining how matters move into the other streams, as it may be challenging to identify the exact point that a project moves out of this phase. The Board could be further informed about how this could be done by understanding how others, such as other standard standards (e.g., the International Accounting Standards Board), or NSS, undertake the progression of projects and initiatives, as they may have similar processes in place.

Revising and Developing Standards

25.   Revising and developing standards would equate to the current work of the IAASB in terms of its formal due process. Projects moving into this activity stream would have gone through the 'research phase,' (for example, any further information-gathering through a Discussion Paper would already have been done) with evidence being available to help scope the specific project. This may help

speed up the actual standard-setting activities of the Board. A project proposal, as is required by due process, would be developed for the specific objectives and scope of each project.

Developing Non-Authoritative Practical Guidance

26. The research phase may indicate that no standard needs to be revised or developed, but that the development of non-authoritative practical guidance would be useful to help practitioners with issues that have arisen in practice. The IAASB's current project to develop an International Assurance Practice Note in respect of EER engagements is an example of such a project.

Maintaining Standards

27. As part of the research phase, it may be found that the issues or challenges are confined to a limited issue(s) that do not necessarily require a substantial revision of a standard or the development of a new standard. Accordingly, this may be allocated to the 'maintenance of the standard' stream, which would not be expected to require the same due process (both in terms of nature and length) as would a more significant revision.

28. Further consideration would need to be given to the nature and extent of due process that would be required for such limited changes. It is Staff's view that this will be responsive to the comments regarding having a process that is in addition to the full due process revision and development of standards.

Implementation Activities

29. The goal of the implementation activities stream would be to facilitate the effective and efficient implementation of substantially revised standards, or new standards, by providing, or facilitating the provision of, supporting implementation tools (e.g., guidance for implementation, webinars, 'train the trainer' presentations, frequently asked questions, etc.).

30. The IAASB has the knowledge base to best drive the implementation activities and facilitate the development of appropriate materials. Further consideration will need to be given to how the available IAASB resources can be best deployed in light of resource constraints (e.g., working with others to develop the implementation tools) as the IAASB will unlikely be able to fully resource what may be needed. For example, and as encouraged by many stakeholders in the responses to the Strategy Survey, other parties could be involved in some of these activities.

31. Implementation activities may also give rise to the consideration of a new / revised standard or the development of non-authoritative guidance.

Outreach

32. Feeding into each of the activities, the IAASB will continue its rigorous program of international outreach. This includes regular interactions with key stakeholder groups, as well as targeted outreach that may be project or topic specific.

Overall Strategic Approach

33. Having different activity streams would provide an opportunity to de-emphasize the focus on particular categories, such as audit versus assurance versus related services, and then determine the specific projects within the categories. It would rather result in a strategic process that would drive IAASB activities that are responsive to stakeholder needs using a more evidence-based approach. Decisions would still need to be made regarding appropriate and adequate resourcing, but the forward work plan would be supported by a formal process providing evidence as to what is most important at that time. This may better serve the public interest by remaining nimble and flexible, which may be better than trying to forecast needs in advance of a strategy period, with the need for mid-period reviews.

34. Further consideration will also be needed about the way that the Board operates, in particular how the Board could become more 'strategic.' This may include consideration of:

   • Encouraging more strategic discussion at physical Board meetings, with more detailed drafting being dealt with offline.

   • Which of the Board's activities may be dealt with using another mechanism other than discussion and deliberation at a physical Board meeting (e.g., use of more Board teleconferences).

   • How the Board's communication processes about the progress of its activities can be enhanced.

   • Whether measures or other indicators of success (e.g., regarding the progression and completion of projects or activities) need to be developed.

   At the same time as these changes are considered, adjustments will also need to be considered about how to resource the various activities, including the Staff complement and collaboration opportunities (such as with NSS).

Specific Topics for Consideration

35. The focus of the Strategy Survey, or this paper, is not individual specific projects. However, the SC acknowledges that stakeholders responding to the survey had highlighted the importance of various specific topics, in particular data analytics. Within each current project of the Board, consideration is given to changes necessary to recognize the increasing and evolving use of data analytics, but within the remit of keeping the standards principles based and high-level. The Board is also considering a project on audit evidence, and it is envisioned that a substantial part of this project will be the evidence-related issues and challenges associated with data analytics. As part of the scoping of the project, the specific matters to be addressed relating to data analytics will be further explored. Although it is likely that the revisions will be largely concentrated in ISA 500,[2] it is likely that many other ISAs also will be affected, e.g. on sampling, materiality and analytical procedures.

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[2]   ISA 500, *Audit Evidence*

Matters for IAASB CAG Consideration

1. The IAASB CAG is asked for views:

    (a) On the summary of responses as included in **Agenda Item L.1** and any overall takeaways from the responses to the survey.

    (b) On the recommendations for strategic direction described in paragraphs 16-35 above. If Board members do not support such an approach, should the allocations to different categories be retained to help develop the work plans with specific projects?

2. If Representatives support the strategic direction in paragraphs 16-35 above, Board members are asked for views on the specific activity streams, in particular the 'research phase', the 'maintenance stream', and the 'implementation stream'.

Appendix 1

Project Details and History

Task Force Composition

1.   The SC serves as the task force for this project. Members are:

- Arnold Schilder, IAASB Chairman

- Megan Zietsman, IAASB Deputy Chair

- Fiona Campbell

- Marek Grabowski

- Chuck Landes

- Imran Vanker

Summary

	IAASB CAG Meeting	**IAASB Meeting**
Initial views on the IAASB's future strategy to develop the strategy survey	March 2018	March 2018
Discuss responses from the strategy survey	September 2018	September 2018

Appendix 2

Relevant Excerpts from the IAASB's Due Process and Working Procedures

1. IFAC's Standards-Setting Public Interest Activity Committees' (PIAC) Due Process and Working Procedures outline what is required of the IAASB when setting its strategy and work program, as follows:

    - The PIAC identifies potential new projects based on a review of national and international developments and on comments and suggestions from those who have an interest in the development of international pronouncements issued by the PIAC. To facilitate this process, the PIAC periodically develops and approves, based on appropriate consultation, a strategy and work program.

    - The PIAC is responsible for consulting with the PIAC's CAG on the identification and prioritization of projects to be undertaken by the PIAC. In particular, the PIAC's CAG is consulted on the PIAC's strategy and work program, including project priorities and any changes therein, to help establish their appropriateness. Where the PIAC's CAG has recommended a project for consideration by the PIAC, the Chair of the PIAC informs the PIOB and the PIAC's CAG of the decisions of the PIAC.

    - In setting its strategy and work program, the PIAC obtains the PIOB's conclusion as to whether the due process used to develop the PIAC's strategy and work program has been followed effectively and with proper regard for the public interest. The PIAC also obtains the PIOB's opinion, as at the date of that opinion, on the appropriateness of the items on the PIAC's work program, and its approval of the completeness of the strategy and work program from a public interest perspective. The PIAC adds to its work program those items that the PIOB resolves should, from a public interest perspective, form part of the PIAC's work program.

2. The Working Procedures further note that:

    - The PIAC's strategy review involves a formal survey of its key stakeholders to obtain views about issues that they believe should be addressed by the PIAC in the immediate future.

    - The development of the PIAC's strategy and work program includes the issue of a consultation paper for public comment, placed on the IFAC website where it can be accessed free of charge by the general public, for ordinarily no less than 60 days. The PIAC considers the results of the public consultation in formulating, as necessary, a revised strategy and work program.

    - The PIAC's strategy reviews and consultations are not anticipated to be an annual process.

<div align="right">**Appendix 3**</div>

Background to the Development of the IAASB's Strategy

1.   The IAASB's current Strategy covers the period 2015–2019, and set out the IAASB's strategic objectives for this period. The work plan sets out the IAASB's specific projects that align with these strategic objectives. The current strategy covers a five year period (which was longer than the previous three-year periods for the IAASB's strategy) to enable a better understanding by stakeholders of the IAASB's medium-to-longer-term priorities. The frequency of strategy consultations was also considered when making this change as some stakeholders had expressed concern about the time periods between consultations (i.e., was too short between strategy consultations).

2.   Recognizing that three years was likely too short for purposes of setting its strategy in light of the time necessary to develop standards following due process, the IAASB changed its strategy period to five years. In doing so, the IAASB also committed to a mid-period review to determine whether the identified strategic objectives remained relevant or needed to be adjusted. This strategic review was performed in late 2015, with stakeholders expressing strong support for the continuing relevance of the IAASB's strategic objectives, recognizing the fundamental role of the clarified ISAs and International Standards on Quality Control in underpinning audit quality and user's confidence in the audit.

3.   During the current Strategy period, the coordination efforts with the other standard-setting boards, in particular the International IESBA, has become increasingly important. As part of the coordination efforts, it was agreed that it would be helpful if the two boards (IAASB and IESBA) could align their strategy periods. The IAASB were supportive, and in March 2018 agreed that the IAASB's Strategy period would be adjusted to four years (i.e., 2020–2023) to help align with the close of the IESBA's strategy period. Therefore going forward the two Board's would have periods that aligned.

Background to the Development of the IAASB's Work Plan for 2017–2018

4.   In recognizing the need to remain flexible within the strategy period, the IAASB agreed to develop two-year work plans to set out its near-term priorities and be transparent about the allocation of its resources. A two-year work plan would allow the IAASB to reallocate resources if the need arose.

5.   In terms of due process, there is no obligation for the IAASB to consult on its work plans. In the past, however, the IAASB has consulted on the work plans in conjunction with consultations on the strategy, or the most recent work plan for 2017–2018 was consulted on at the time of the review of the strategic objectives (as explained in paragraph 2 above). In developing the work plan for 2017–2018, the IAASB's stakeholders recognized the strategic importance of completing work that had already commenced, and strongly supported the completion of the projects to revise key standards already in progress.

Appendix 4

Timetable

The following represents the timetable necessary to finalize the Strategy for 2020–2023 and Work Plan for 2020–2021:

Activity	Timing
Targeted consultations with stakeholders	February 2018 – December 2018
Discussion with IAASB CAG regarding IAASB future priorities	March 2018
Discussion with IAASB regarding IAASB future priorities	March 2018
IAASB input on proposed stakeholder survey	Teleconference April 2018
Survey released publicly	May 24, 2018
Survey period closes	July 24, 2018
Analyzing the responses	August 2018
Discussion of the responses and the approach to develop the Strategy by the Steering Committee	August 2018
Discussion of the responses and the approach to develop the Strategy at IAASB and CAG meetings	September 2018
Approval of CP on the Strategy and Work Plan by IAASB	December 2018
Comment period for CP closes (90-day comment period)	April 15, 2019
Full review of comments received on consultation and discussion of revised Strategy and Work Plan with IAASB	June 2019
Discussion of final Strategy and Work Plan with CAG	September 2019
Approval of Strategy and Work Plan by IAASB	September 2019
Issuance after confirmation by PIOB that due process was followed	Late 2019

Appendix 5

List of Respondents to Strategy Survey

NOTE: MEMBERS OF THE MONITORING GROUP ARE SHOWN IN BOLD BELOW.

#	Abbrev.	Respondent (76)	Region
		Regulators and Oversight Authorities (3)	
1.	IRBA	Independent Regulatory Board for Auditors (South Africa)	MEA
2.	**IOSCO**	**International Organization of Securities Commissions**	GLOBAL
3.	UKFRC	Financial Reporting Council (United Kingdom)	EU
		National Auditing Standard Setters (8)	
4.	AUASB	Australian Auditing and Assurance Standards Board	AP
5.	CAASB	Canadian Auditing and Assurance Standards Board	NA
6.	CNCC-CSOEC	Compagnie Nationale des Commissaires aux Comptes and the Conseil Superieur de l'Ordre des Experts-Comptables	EU
7.	HKICPA	Hong Kong Institute of Certified Public Accountants	AP
8.	IDW	Institut der Wirtschaftspruefer	EU
9.	JICPA	The Japanese Institute of Certified Public Accountants	AP
10.	NBA	Nederlandse Beroepsorganisatie van Accountants	EU
11.	NZAuASB	New Zealand Auditing and Assurance Standards Board	AP
		Accounting Firms (8)	
12.	CHI*	Crowe Horwath International	GLOBAL
13.	DTT*	Deloitte Touche Tohmatsu Limited	GLOBAL
14.	EYG*	Ernst & Young Global Limited	GLOBAL
15.	ETY	ETY	MEA
16.	GTI*	Grant Thornton International Ltd	GLOBAL
17.	KPMG*	KPMG IFRG Limited (Network)	GLOBAL
18.	PWC*	PricewaterhouseCoopers International Limited	GLOBAL
19.	RSM*	RSM International	GLOBAL
		Public Sector Organizations (1)	
20.	OECD	Organization for Economic Co-operation and Development	GLOBAL

		Member Bodies and Other Professional Organizations (12)	
21.	ACCA	Association of Chartered Certified Accountants	GLOBAL
22.	AE	Accountancy Europe	EU
23.	AICPA	American Institute of Certified Public Accountants	NA
24.	CPAA	CPA Australia	AP
25.	DNR	Norwegian Institute of Public Accountants	EU
26.	EFAA	European Federation of Accountants and Auditors for SMEs	EU
27.	ICAB	Institute of Chartered Accountants of Barbados	NA
28.	ICAEW	Institute of Chartered Accountants in England and Wales	EU
29.	SAICA	South African Institute of Chartered Accountants	MEA
30.	SMPC	IFAC Small and Medium Practices Committee	GLOBAL
31.	WPK	Wirtschaftsprüferkammer	EU
32.	XBRL	XBRL International	GLOBAL
		Academics (1)	
33.	LW	Lana Weldon (University of Fort Hare)	MEA
		Individuals (42)	
34.	ACOSTA	Kim Anthony N. Acosta	AP
35.	AMERIL	Salima Arimao Ameril	AP
36.	AYUNDA	Intan Cintia Ayunda	AP
37.	AZUCENA	Mary Nesza M. Azucena	AP
38.	BRAUDE	Colin Braude	SA
39.	BRAVANTE	Jack Ronan O. Bravante	AP
40.	CATUDAY	Maricar Biscocho Catuday	AP
41.	DIAZ	Jon Jatto D. Diaz	AP
42.	ELAURZA	Milan Elaurza	AP
43.	FLORES	Mariz Flores	AP
44.	GADIER	John Rey Gadier	AP
45.	GORGULHO	G Gorgulho	MEA
46.	HADJI-ALI	Bai Sa Ulan A. Hadji-Ali	AP

47.	INNA	Inna	AP
48.	KHAN	Haroon Y. Khan	MEA
49.	KOTHARI	Vimal Chand Kothari	AP
50.	MÃKELÃ	Tapani MÃkelÃ	AP
51.	MITRI	Romeo Mitri	AP
52.	MULEYA	Lucas Muleya	SA
53.	OSANO	James Osano	SA
54.	PAGOTO	Jessa Mae Pagoto	AP
55.	PASION	Sharmela Pasion	AP
56.	PATNUGOT	Esther Solis Patnugot	AP
57.	PEDROSA	Arianne C. Pedrosa, CPA	AP
58.	RABUSA	Remee Angeline Rabusa	AP
59.	RENTOY	Julius Ray E. Rentoy	AP
60.	REYES	Anna Camille T. Reyes	AP
61.	RICAFORT	Maureen Rose R. Ricafort	AP
62.	SALIGUMBA	Remond G. Saligumba	AP
63.	SALON	Milissa Salon	AP
64.	SAYSON	Jose Merdonio C. Sayson III	AP
65.	SHOKO	Tyanai Shoko	SA
66.	SILANG	Christian Joy M. Silang	AP
67.	SINSUAT	Khimberly Sinsuat	AP
68.	SOLIDUM	Merven Edd L. Solidum	AP
69.	SPITTERS	Thomas H. Spitters	NA
70.	TAN	Kent Limmuel B. Tan	AP
71.	TERRAZAS	Eduardo Gama Terrazas	NA
72.	TUMBAGAHAN	Fritzel Ann Riego Tumbagahan	AP
73.	VALINO	Jayvee E. Valino	AP
74.	VARGAS	Evangeline M. Vargas	AP
75.	WALKER	David Walker	NA

Others (1)			
76.	SC	Sheriff Consulting	NA