

HIGHLIGHTS OF KEY ACHIEVEMENTS FOR 2019

Strategic Objective

Contributing to and promoting the development, adoption, and implementation of high-quality international standards

1. The Monitoring Group (MG) Review has been concluded in a timely and responsible way, including agreement on a shared public/private standard-setting model

2019 Target (a): Board satisfaction with the resolution of the MG Review and support provided by IFAC Management (**Status of Mitigation for Risk(s): SG2, FP5**)

- Management continues to constructively engage with Monitoring Group (MG), Public Interest Oversight Board (PIOB), independent Standard-Setting Boards (SSBs) and Global Public Policy Committee (GPPC) to achieve a satisfactory conclusion to the review.
- The IFAC CEO attended the June PIOB Meeting in Madrid, Spain, to seek agreement from the PIOB to work together with IFAC in a spirit of continual improvement. In the following months, the CEO and President worked with the PIOB Chair, Eddy Wymeersch and the Secretary General of the PIOB, Gonzalo Ramos, on potential recommendations to strengthen the oversight and operations of the IAASB and IESBA in the spirit of continual improvement which were shared with the MG. The President and CEO attended the MG's meeting in Brussels on October 16.
- On December 2, the IFAC President and CEO, along with PIOB representatives, joined the Monitoring Group meeting in Washington, DC. The meeting was quite constructive. It focused primarily on issues previously raised in IFAC's response to the Monitoring Group, specifically the enforceability of any set of recommendations and the need for appropriate practitioner expertise on the standard-setting boards. The Monitoring Group also met separately with the Global Public Policy Committee as well as with the chairs of the IAASB and IESBA, Tom Seidenstein and Stavros Thomadakis, and James Gunn, Managing Director, Professional Standards.
- On January 8, a follow-up call was held with the Monitoring Group co-chairs, Sagar Teotia, Chief Accountant of the US Securities and Exchange Commission, and Ana Maria Martínez-Pina Garcia, the Vice-Chair of the Comisión Nacional del Mercado de Valores (CNMV). The Co-Chairs were very complimentary of the efforts that have been made to move the process along over the past six months. The Co-Chairs are now taking all the feedback into account and hope to be able to share a revised draft of their paper with IFAC by the end of February and discuss it with the President and CEO at a meeting in Madrid in April. Their goal is to finalize the way forward by the end of June 2020.

2019 Target (b): Member organization and Forum of Firms (FoF) survey results same or better than prior year where available; format to be determined (**Status of Mitigation for Risk(s): SG2, FP5**)

- Results of 2019 survey (as of January 23, 2020): IFAC member organizations overall average of **7.93** and the FoF networks overall average of **7.38** (new question in 2019).

2. The SSBs have the necessary support and resources, and have implemented improvements to strengthen their capacity to serve the public interest

2019 Target (a): Survey of SSB Chairs on IFAC support for and collaboration with SSBs with results the same or better than prior year where available; format to be determined (**Status of Mitigation for Risk(s): SG1**)

- Results of 2019 survey: 2019 overall rating for SSBs is 8.7, compared with the 2018 overall rating of 8.1.

Highlights of other key achievements:

- Launched new websites for the four standard-setting boards (SSBs). The new websites will feature more streamlined navigation, improved search function, and respond to internal and external users' needs. They also provide a digital home for the overarching Professional Standards office, and opportunities to feature collaboration and coordination.
- Supported IPSASB outreach events in Washington, DC and Niagara-on-the-Lake with media outreach, social media amplification, and video interview development.
- Developed a social media toolkit to facilitate information-sharing around the launch of the IESBA eCode.
- Facilitated JICPA interview with IAASB chair, interview for the Accounting Today podcast with IESBA Deputy Director on the Code of Ethics, International Accounting Bulletin interview with IESBA member Brian Friedrich to discuss the eCode and numerous media inquiries into the SSBs from trade media, regional media outlets and top-tier media, including Bloomberg Tax.
- Supported IAASB's public release of a key "conforming amendments" exposure draft (ED); a feedback Statement and Way Forward release focused on the audits of Less Complex Entities (LCEs); and a revised standard focused on enhancing and modernizing ISA315 for a more robust risk assessment.
- Secured distinction for IESBA Deputy Director on [Crain's New York 2019 Notable Women in Accounting and Consulting list](#).
- Announced and/or launched: new IAASB Chair; IESBA eCode; IPSAS 42, *Social Benefits*; update on IAASB & IESBA's joint coordination efforts; IAASB's public report, [Foundation for the Future](#); Dr. Stavros Thomadakis' reappointment as IESBA chair; the IAASB's extended external reporting consultation; IPSASB's Biennial Review, [Delivering for the Future](#); and IPSASB's ED on [Public Sector Specific Financial Instruments: Amendments to IPSAS 41, Financial Instruments](#).
- Supported the IAESB as it completed its work plan, including issuing its final revisions to five of its standards, and the transition to a new model for global accountancy education.
- Supported the SSBs' calls for nominations for 2021, including developing social media content.
- Supported the IAASB with initial research covering 85 jurisdictions to obtain an understanding of the global implementation of the Auditor Reporting Standards and ISA 720 (Revised).

2019 Target (b): MG and PIOB approve of the International Auditing and Assurance Standards Board (IAASB) and International Ethics Standards Board for Accountants (IESBA) selection process and operation for 2020 (**Status of Mitigation for Risk(s): SG1**)

- The MG had indicated that they are comfortable with the existing Nominating Committee (NC) structure and that a Selection Panel, similar to the interim Nominating Committee (iNC), did not need to be

formed for the appointments for 2020 composition of the IAASB and IESBA. The iNC, which was formed to recommend the next IAASB Chair, announced the appointment of Tom Seidenstein on June 3, 2019.

3. IFAC has effectively contributed to the adoption and implementation of international standards as indicated by positive trends in the International Standards Global Status Report

2019 Target (a): Overall positive trends in International Standards 2019 Global Status Report (**Status of Mitigation for Risk(s): SG1, SG3**)

- A positive trend in standards' usage worldwide was indicated in the [International Standards: 2019 Global Status Report](#). There is also a positive trend in international standards' usage where IFAC member organizations have at least some authority in the standard-setting and regulatory environment.
- Released the report on October 14, 2019 as part of World Standards' Day. The launch included social and traditional media content and outreach in the US and internationally. The campaign generated traditional media coverage in six outlets, [one of which appeared in Public Finance International's print and digital editions and was later cited as one of the outlet's top digital articles for 2019](#), and an TV interview with Director, Quality & Development (Q&D) while in Guadalajara, Mexico. Social and digital media content included a short graphic timeline video on LinkedIn and content across all IFAC's digital platforms, generating more than 5K views and more than 500 report downloads in the first week. The campaign also included IFAC's first LinkedIn Live activation featuring a Q&A session between IFAC's Technical Manager, Q&D and Director, Q&D, which was promoted on LinkedIn with a paid amplification campaign, resulting in more than 60K video views.

2019 Target (b): Deliver a minimum of two adoption and implementation initiatives (**Status of Mitigation for Risk(s): SG1, SG3**)—**5 Key Initiatives Delivered in 2019**

- Regional priorities plans developed, and outreach plan prepared for 2019, incorporating adoption and implementation initiatives as prioritization criteria.
- Supported the transition from the Ibero-American Cooperation Framework (IBERAM) with Spain, Mexico, and Argentina to enable timely and reliable translations of standards and guidance into Spanish and obtained agreement with the World Bank to finance and facilitated the French translation of the 2018 [International Code of Ethics for Professional Accountants \(including International Independence Standards\)](#) (the Code).
- IFAC supported the IAASB Audits of LCEs initiative through assisting with the organization of an event, publishing a [Gateway article](#), organizing three webinars, and launching and analyzing a [Survey](#) to obtain a deeper understanding of the specific challenges in applying the International Standards on Auditing (ISA) in audits of LCEs, which received over 1,700 responses from 142 countries. This informed the IAASB deliberations and was included in the [Feedback Statement](#).
- [Four Gateway videos](#) produced with the IAASB and FoF to support the implementation of ISA 540 (Revised) Accounting Estimates covering early lessons, practical examples and suggested good practices.
- Published an updated [Guide to Practice Management](#) to reflect changes to the IESBA Code, in particular professionalism and ethics within the firm and safeguards and threats.

Relevant Input to Standards to Support Adoption and Implementation

- IFAC SMP Committee (SMPC) submitted a [response](#) to the IAASB's ED on Agreed-Upon Procedures Engagements generally supporting the approach and proposed changes. The response specifically supported the clarification that International Standard on Related Services 4400 (Revised) applies to the performance of agreed-upon procedures (AUP) engagements on both financial and non-financial subject matters and the intention to retain the approach whereby practitioners report on the factual results from performing an AUP engagement, differentiating this from subjective findings.
- IFAC SMPC submitted a formal letter ahead of the IAASB March meeting which welcomed the planned discussion paper on audits of LCEs and noted that this initiative should be a high priority for the IAASB. It supported the ISA 315 (Revised) Task Force's work to address the concerns raised in response to the ED on the scalability, length and complexity of the proposed standard.
- IFAC SMPC submitted a formal [letter](#) on the IAASB's Proposed Strategy for 2020-2023 and Work Plan for 2020-2021 generally supporting the proposed framework of activities and new approach to how the IAASB will revise and develop standards.
- IFAC SMPC provided input to the IESBA ahead of its June and September meetings on the role and mindset expected of professional accountants, non-assurance services, and fees. This included emphasizing the importance of a period of stability before any new changes to the Code become effective.
- IFAC SMPC submitted a [response](#) to the IAASB's Discussion Paper on Audits of LCEs. The SMPC strongly welcomed exploring the possible options to address the challenges and believes it should be a high priority for the IAASB.
- IFAC SMPC submitted an overall [comment letter](#) to the IAASB ED on Quality Management at the Firm and Engagement level, a [response](#) to proposed International Standards on Quality Management (ISQM) 1, a [response](#) to proposed ISQM 2 and a [response](#) to proposed ISA 220. The SMPC supports the new quality management approach using a risk management lens but expressed significant concerns about the cost and benefits of the changes due to the inherent complexity and highlighted that the standards need to be operationalized for firms of all sizes and be applicable to all types and nature of audit, assurance and related services engagements in all situations.
- IFAC SMPC submitted a [response](#) to the IESBA ED on the proposed revisions to the Code to promote the role and mindset expected of professional accountants. The SMPC is supportive of the exploration of concepts other than professional skepticism, but it is not convinced it is necessary to add the currently proposed standalone requirement outside the fundamental principles.
- IFAC Professional Accountants in Business Committee (PAIBC) submitted a [response](#) to the IAASB's consultation paper on Extended External Reporting Assurance, reiterating IFAC's position on integrated reporting as the umbrella framework and the importance of addressing assurance in the context of integrated reporting.

2019 Target (c): Council approval of a new fit-for-purpose approach to quality membership (**Status of Mitigation for Risk(s): SG3**)

- Updated the Compliance Program working procedures to ensure a fit-for-purpose approach to quality membership. Implemented and communicated the new risk-based reporting cycles for member organizations based on levels of Statements of Membership Obligation (SMO) fulfilment assessed by staff in Dashboard Reports. Levels of fulfilment and reporting cycles agreed with the Compliance Advisory Panel (CAP).

- Implemented a systematic approach to annual progress monitoring discussions with all IFAC member organizations to increase membership engagement by exchanging knowledge, providing support and collecting meaningful data to identify key trends.
- IFAC Membership Committee Terms of Reference (ToR) was approved by the IFAC Board at its June meeting. The ToR included input from the CAP and IFAC Governance Committee. The IFAC Board and Council approved the proposed changes to the constitution and bylaws at its September and November meeting, respectively.
- IFAC Membership Committee composition approved by the IFAC Board at its November 15 meeting.

Highlights of other key achievements:

- Facilitated the following translations:

Arabic: *2018 Handbook of International Public Sector Accounting Pronouncements; Guide to Using International Standards on Auditing in the Audits of Small- and Medium-Sized Entities, Fourth Edition; 2018 Handbook of the International Code of Ethics for Professional Accountants; 2018 Handbook of International Quality Control, Auditing, Review, Other Assurance, and Related Services Pronouncements*

French: *2018 Handbook of International Quality Control, Auditing, Review, Other Assurance, and Related Services Pronouncements, ISA 540 (Revised), Auditing Accounting Estimates and Related Disclosures; At a Glance ISA 540; Discussion Paper, Audits of LCEs; Choosing the Right Service: Comparing Audit, Review, Compilation, and Agreed-Upon Procedure Services; Creating Value for SMEs through Integrated Thinking; ED, International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements; ED, International Standard on Auditing 220 (Revised), Quality Management for an Audit of Financial Statements; The IAASB's EDs for Quality Management at the Firm and Engagement Level, Including Engagement Quality Reviews; ED, International Standard on Quality Management 2, Engagement Quality Reviews; IPSASB Strategy and Work Plan 2019-2023*

Spanish: *2018 International Code of Ethics for Professional Accountants (including International Independence Standards) (the Code); 2018 Handbook of International Public Sector Accounting Pronouncements; 2016-2017 Handbook of International Quality Control, Auditing, Review, Other Assurance, and Related Services Pronouncements; 2015 Handbook of International Education Pronouncements; Discussion Paper, Audits of LCEs; New Global SMP Survey Reveals Keys to Growth for Small Accounting Firm; IPSASB Strategy and Work Plan 2019-2023; IFAC SMP Committee Comment Letter on the IAASB's ED on Agreed-Upon Procedures; ED, International Standard on Auditing 220 (Revised), Quality Management for an Audit of Financial Statements Agreed-Upon Procedures Engagements: A Growth and Value Opportunity; The IAASB's EDs for Quality Management at the Firm and Engagement Level, Including Engagement Quality Reviews; ED, International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements; ED, International Standard on Auditing 220 (Revised), Quality Management for an Audit of Financial Statements; ED, International Standard on Quality Management 2, Engagement Quality Reviews*

Russian: *Guide to Using International Standards on Auditing in the Audits of Small- and Medium-Sized Entities, 4th Edition; Responding to Non-Compliance with Laws and Regulations Fact Sheet*

- Various other publications of the SSBs and IFAC were translated into *Albanian, Armenian, Bosnian, Bulgarian, Croatian, Czech, Danish, Dutch, Finnish, Georgian, German, Greek, Japanese, Latvian, Lithuanian, Polish, Portuguese, Romanian, Slovak, Slovenian and Swedish*.
- Updated International Public Sector Financial Accountability (IPSFA) Index presented in Washington D.C., at a joint International Public Sector Accounting Standards Board (IPSASB)/World Bank (WB)/International Monetary Fund event.
- Collaborating with IPSASB on the revision of *Study 14, Transition to the Accrual Basis of Accounting: Guidance for Governments and Government Entities*, developed concept note, facilitated part-funding for phase one of the project by Department for International Development (DFID) under the IFAC PAO Capacity Building Program, and commenced the development of a Project Brief for approval by IPSASB in March 2020.
- In collaboration with the Chartered Institute of Public Finance Accountancy, developing guidance for Professional Accountancy Organizations (PAOs) on lifelong learning for finance and accounting professionals in the public sector.
- With Association of Chartered Certified Accountants (ACCA), completed a [series of videos](#) showcasing examples of good Public Financial Management; and commenced development of a report on the benefits of accrual-based public financial reporting. The report will be released in Q1 2020.
- Developed *A Guide for Professional Accountancy Organizations—Developing Good Practices for Members Providing Tax Advice* to support implementation of the IESBA Code of Ethics for Professional Accountants. The guide, which is unauthoritative, is part of the PAO conversation starter series. PAOs are encouraged to join the conversation and, where it does not already exist, use the guide as basis for developing good practices for their members providing tax advice. In addition to comments from a small group of IFAC member organizations and firms, received comments from the IESBA Planning Committee, IESBA, and IESBA Consultative Advisory Group (CAG). Also commenced development of a potential Point of View on Trust in Tax, as well as guidance for PAOs on smart tax policy.
- Facilitated and co-organized the IESBA regional conference on the new IESBA Code of Ethics and support to the profession in the post-Soviet states.
- Facilitated and co-organized the IFAC, IAASB, and IESBA Standard-Setters Forum: Audit, Ethics & Quality Management, alongside 2019 Contabilidad y Responsabilidad para el Crecimiento Economico Regional (CReCER) Conference.
- Facilitated and co-organized an IFAC and IAASB workshop alongside the 2019 West African Economic Monetary Union Congress of Accountants
- Facilitated and co-organized an IFAC and IESBA Webinar for the ASEAN region with the Institute of Singapore Chartered Accountants and the ASEAN Federation of Accountants.
- ***Refer to IAASB and IESBA webinars held in 2019 as presented under 2019 Target (e1).***

Strategic Objective

Preparing a future-ready profession

4. IFAC has contributed to the professional development of accountants, better preparing them for a new digital world through a different model for international professional development (the Model)

2019 Target (a): Model agreed, operational, and any agreed 2019 outputs achieved (**Status of Mitigation for Risk(s): FP1**)

- The IFAC Board approved the proposed new approach in March.
- Transition to the new approach:
 - With the advice of the International Accountancy Education Transition Advisory Group (IAETAG) and support from International Accounting Education Standards Board (IAESB) representatives, developed a ToR for the International Panel on Accountancy Education (IPAE); a multi-stakeholder engagement framework, a process for incorporating the International Education Standards (IES) and other IAESB material in the new approach; a Transition and Communications Plan; and a list of key stakeholders. The IAETAG confirmed in August that it has fulfilled its responsibilities per its ToR.
 - The IFAC President presented to the IAESB and IAESB CAG in April; and the IFAC CEO and Executive Director presented to the IAESB in June. The IAESB and IAETAG Chair reported to the IFAC Board in September on the final work of the IAESB and the IAETAG's fulfilment of its responsibilities, and in November on the IPAE's progress.
- Implementation of the new approach:
 - Issued the *Call on IFAC Members and FoF Members for Nominations for Members of the International Panel on Accountancy Education*; reviewed nominations and conducted interviews of potential candidates; and presented to the NC and IFAC Board. The IFAC Board approved the IPAE Terms of Reference and membership; and noted illustrations of the following under the new approach: roles and responsibilities, IES consultation process, and role of academics. The IPAE met for the first time on September 12-13.
 - Invited IFAC member organizations to provide names of accountancy education directors to join the International Forum for Accountancy Education Directors. The first directors' forum, which will focus on knowledge sharing, is scheduled for February 21 alongside the 2020 Chief Executives' Forum. Surveyed directors to gather information to shape the Forum program.
 - Issued the *Call for Information on Key Stakeholders* with the aim to build a rich database of key stakeholders to support implementation of the Multi-Stakeholder Engagement Framework; held a second Multi-Stakeholder Webinar; and released a video to enhance stakeholders' understanding of the new approach. The first multi-stakeholder folder is scheduled for November 10, 2020 alongside the IFAC Council meeting.
 - Progressed the development of an e-tool to support the adoption and implementation of IES. The e-tool will be available in Q1 2020.

2019 Target (b): Member organizations and the FoF survey results same or better than prior year where available; format to be determined (**Status of Mitigation for Risk(s): FP1**)

- Results of 2019 survey (as of January 23, 2020): IFAC member organizations overall average of **7.75** and the FoF networks overall average of **6.81** (new question in 2019).

Highlights of other key achievements

- Supported IFAC's new focus on global accountancy education, including developing a by-line article for Anne-Marie Vitale, the chair of the International Panel on Accountancy Education, on the [future of accountancy education](#); the article was published in January 2020 in conjunction with International Day of Education.

5. IFAC has established an effective approach for working with member organizations to support:

- a. All professional accountants, including PAIBs and SMPs**
- b. PAO capacity building, including effectively facilitating relationship between donors, regional bodies, member organizations and recipient PAOs and growing IFAC membership**

2019 Target (a): Member organizations and the FoF survey results same or better than prior year where available; format to be determined (**Status of Mitigation for Risk(s): FP4, FP5**)

- Results of 2019 survey (as of January 23, 2020):
 - SMP: IFAC member organizations overall average of **8.03** (compared with 7.80 in 2018) and the FoF networks overall average of **7.19**.
 - PAIB: IFAC member organizations overall average of **8.00** (compared with 7.60 in 2018) and the FoF networks overall average of **7.10**.

PAIB service delivery highlight of key achievements

- In January, launched the [Enabling the Accountant's Role in Effective Enterprise Risk Management](#) and conducted a successful supporting campaign, including 20 pieces of coverage, 60% of which was international and included an IFAC CEO by-line in [CFO.com](#). The publication has been widely communicated within and beyond the profession with positive reviews and coverage in the business media.
- At the PAIBC meeting held on March 26–27 in New York, committee members discussed a vision for finance function transformation with the vice chairman of Prudential Financial, Inc. Rob Falzon, who shared his own reflections from Prudential and provided input into IFAC's work in this area. The PAIBC also discussed *Building Data Science and Analytics Capabilities in Finance and Accounting* with the involvement of Johnson & Johnson, PAIBs in professional ethics, global developments in audit committee and governance practices, and the International Accounting Standards Board's current thinking on updating its Practice Statement on Management Commentary. The IFAC President attended the meeting.
- The PAIBC submitted a letter to the IAESB containing broad principles reflecting on the expectations of PAIBs in the workplace if they are going to add value to economies, markets and organizations. The principles serve as a useful steer for the IAESB in the current drafting of the competence areas and related learning outcomes in relation to information technology and professional skepticism, as well as the full range of competence and skills that cut across the education standards.

- In May, published the report [*Future-Ready Accountants in Business*](#), sharing insights from discussions at the PAIBC in March. Alongside the report, four articles for the Gateway were also produced:
 - [*Building Data Science and Analytics Capabilities in Finance and Accounting*](#)
 - [*Paying Professional Ethics more than Lip Service*](#)
 - [*Accountants Enabling Effective Enterprise Risk Management*](#)
 - [*Examining the Role of the Audit Committee: Four Perspectives*](#)
- In collaboration with the Royal Nederlandse Beroepsorganisatie van Accountants, published an article on [*Dealing with Ethical Dilemmas with Confidence*](#), providing a practical framework to support professional accountants reflect on and address ethical issues they face at work.
- In September, launched a “Future-Fit” series, comprising of [*A Vision for the CFO & Finance Function*](#), [*Future-Fit Accountants: CFO & Finance Function Roles for the Next Decade*](#), a series of [*PAIBC Member videos*](#), and [*Evaluating the Finance Function*](#) – an assessment tool to guide finance function transformation. In support of the new content, conducted a robust campaign to support new content on future-fit accountants in business, publishing three related reports, 15 video interviews, an ongoing social media campaign on IFAC social channels, a social media toolkit, and media coverage in *Accounting Today* and *CFO Dive*.
- In September, published an article summarizing the PAIB Committee's discussions to date on enhancing audit committee effectiveness: [*5 Key Factors to Enhance Audit Committee Effectiveness*](#)
- The PAIB Committee meeting was held on September 24 – 25, focusing on integrated value creation, the value of data, supporting accountants in Small and medium-sized enterprises (SMEs), and the accountants' and businesses' contribution to the Sustainable Development Goals (SDGs). It included engagement with the World Benchmarking Alliance, Focusing Capital on the Long Term (FCLT), One Young World, data value company Anmut, as well as Schiphol International Airport and Deltex Medical.
- In November, published the report [*Understanding and Communicating Value Creation*](#), sharing insights from discussions at the PAIBC in September. Alongside the report, four articles for the Gateway were also produced:
 - [*Accounting for Value Creation and Encouraging the Rise of the Chief Value Officer*](#)
 - [*The CFO and Finance Function Need to Enable the Value of Data*](#)
 - [*Supporting Accountants Working in SMEs*](#)
 - [*5 Key Actions for Professional Accountancy Organizations \(PAOs\) to Advance the SDGs*](#)
- IFAC continued its support of integrated thinking and reporting and the International Integrated Reporting Council (IIRC). Activities included:
 - Hosting a joint webinar with the IIRC on integrated reporting for SMEs, including case study speakers from Dellas and Stafer.
 - [*Survey of the PAO Integrated Reporting network*](#), receiving responses from 49 PAOs, representing 41 countries.
 - Hosting the IIRC Council meeting in New York on November 7, and convening an in-person PAO Integrated Reporting network meeting before the Council meeting.
 - Issuing the new Point of View on enhancing corporate reporting to coincide with the IFRAC-hosted meeting.

- Developing a by-line article by IFAC CEO Kevin Dancey and PAIB Committee Chair Charles Tilley on accounting for value creation.
- Securing press coverage in *Accounting Today*, and sharing content across social media.
- Developed social media toolkits to facilitate information sharing around the PAIB Committee meeting recap, *Preparing a Future-Ready Profession*, the future-fit accountants campaign, and more resulting in more than 7000 toolkit views and driving more than 1,500 additional website visits.
- Developed and placed a by-line article by Charles Tilley, PAIB Committee Chair, in *A Plus* magazine on the future of the finance function; article appeared in the September print and online editions.
- Facilitated introduction with Financial Times reporter Patrick Temple-West and IFAC CEO and an interview with CFO Dive editor and Deputy Director, Global Accountancy Profession Support, on the future of the CFO/finance function.

SMP service delivery highlight of key achievements

- The SMPC meeting was held on February 25-26 in Tokyo, Japan and hosted by the Japanese Institute of Certified Public Accountants (JICPA). It included sessions covering PAO technology initiatives, practice transformation, performance and financial management of SMEs, succession planning and business transfers. It also included engagement with Fiona Campbell, IAASB Deputy Chair, specifically on ISA 315 (Revised) and the discussion paper on audits of LCEs.
- A SMP Forum was organized with JICPA on February 27 with over 120 practitioners attending and engaging in sessions covering auditor reporting, including key audit matters, and auditor firm rotation and independence.
- The SMPC meeting was held on June 24-25 in New York, US. It included engagement with the IAASB and IESBA on key projects and sessions on PAO ethics initiatives, quality management and the SMP of the Future.
- The SMPC meeting was held on October 21-22 in New York, US. It included engagement with the IAASB and IESBA on key projects, the development of the 2020 work plan, PAO initiatives focused on SMP of the future and the development of a practice transformation action plan, focused on embracing change, leveraging technology, talent management and building advisory services.
- A range of Gateway articles published including [Transforming Your Practice for the Future](#), [Benefits of Integrated Reporting for Small Businesses and Not for Profit Organizations](#), [Encouraging Successful Exit Strategies – Passing the Baton](#), [How to Price Client Engagements and Increase Firm Profit](#) and [The Importance of Client Selection and Relationship Management](#).

PAO Capacity Building

- [An Illustrative Competency Framework for Accounting Technicians](#) was released in February.
- The IFAC President and IFAC Executive Director met with key stakeholders in Morocco—Ministry of Finance, General Treasurer, and the President of the Court of Auditors—alongside the 2019 African Congress of Accountants to promote and demonstrate the role of the accountancy profession and the l'Ordre des Experts-Comptables de Maroc in serving the public interest.
- PAO Development Committee (PAODC) members have participated in 18 outreach events; provided technical assistance to 23 PAOs (IFAC member organizations and aspiring); and contributed to the following Gateway publications:
 - [Accountancy Profession and SDGs in Southeast Asia](#)

- [ICAP's Toastmasters Initiative](#)
 - [Developing National Economies by Developing PAOs | Développer les économies nationales en développant les PAO](#)
 - [AAT Sri Lanka's AT qualification](#)
 - [Lost in Translation No More | Pour que les traductions ne soient plus un obstacle](#)
 - [MENA is Ready for Transformation!](#)
 - [Developing a Future Ready Profession: Championing Ethics and Trust](#)
 - (Webinar) [Raising Awareness on the 2018 Code of Ethics](#)
 - (Webinars) [How Can Accountancy Adapt to Trends, Change and New Demands? | Préparer la profession comptable à faire face aux défis du futur](#)
- PAODC agreed at their July 2019 meeting that there was a need to review the PAODC's structure as a critical step to fulfill IFAC's strategic imperative to ensure the effectiveness and efficiency of delivery models. The PAODC formed a Working Group that will propose an approach to carry out the review in 2020.
 - IFAC hosted three webinars in English, Spanish, and French on [Preparing a Future-Ready PAO](#), with the Quality & Development, PAODC, SMP, and PAIB committee members and staff, featuring the key IFAC initiatives and outputs designed to support professional accountants in each area.

DFID (Department for International Development)

2019 Target (b1): Spending target met, with positive feedback from Beneficiaries and Partner Organizations (**Status of Mitigation for Risk(s): FP2**)

- IFAC is on track to meet at least 80% of the spending target for DFID fiscal year from April 2019 – March 2020, which is an acceptable range and represents its biggest year for distribution of funds thus far in the Program with funds dispersed totaling 1.6 million GBP. Funds not dispersed in fiscal year will be rolled-over into the 2020/21 period.
- IFAC held quarterly monitoring activities for each project with representatives from beneficiaries and partner organizations. Staff had in-person monitoring visits to Rwanda and Uganda.
- IFAC convened a roundtable on September 18-19, 2019 in London, England. The two-day meeting facilitated dialogue among PAOs, IFAC and DFID around effective ways to demonstrate the connection between a strong accountancy profession and a country's economic growth, with emphasis on the role of PAOs. The primary aim of the event was to discuss the findings and recommendations of a literature review and report examining what evidence already exists and how the various partners might contribute to building on it.

2019 Target (b2): DFID annual review rating not below a grade of A (**Status of Mitigation for Risk(s): FP3**)

- IFAC received an A+ on the 2019 Annual Review from DFID.

Highlights of other key achievements:

- IFAC President met with Beneficiaries from Rwanda, Uganda, and Zimbabwe during the 2019 African Congress of Accountants in support of the DFID-funded IFAC Accountancy Capacity Building Program.
- IFAC held its [Developing Accountancy Capacity in Emerging Economies](#) conference, with financial support from DFID, the Asia Development Bank, the Global Fund, and INTOSAI. This landmark event was organized by an IFAC-led coalition of partners that included global players like the World Bank and the aforementioned funders; regional leaders like the Confederation of Asia and Pacific Accountants

(CAPA), the South Asian Federation of Accountants (SAFA), the Arab Federation of Accountants, and the ASEAN Federation of Accountants; and one of the local member organizations, the Malaysian Institute of Accountants (MIA). This is the first time we've convened a coalition this extensive and received this level of financial support from funding partners and the donor community. Attendees included PAOs, government leaders, and regulators—all of whom are working to build sustainable economies and nations and were eager to learn from each other. In support of the event, IFAC communications' team arranged a joint interview with MIA and Bernama (the Malaysian National News Agency), which was published in both [English](#) and [Malay](#), and was further syndicated in two top tier Malaysian news outlets, [The Sun Daily](#) and [The Edge](#), for significant reach.

Growing IFAC Membership

2019 Target (c): 9 new Members or Associates / Associates moving to Member status in the period 2018-2020 **(Status of Mitigation for Risk(s): FP5, SG3)—Multi-year target achieved met in advance of 2020**

- 2018: One Associate moved to Member status.
- 2019: Nine applications received, and preliminary assessments presented to the CAP. Eight applicants moved forward for full assessment: five to become IFAC Associates and three current IFAC Associates are applying to be IFAC Members. IFAC Council approved all eight assessments at its November meeting.

Leverage the Global Knowledge Gateway (GKG) and advance other knowledge sharing / research channels

2019 Target (d): Number of unique visitors to GKG and subscribers to the Latest grows by 5% over 2018 **(Status of Mitigation for Risk(s): FP4)**

- Unique visitors for 2019 Q1-Q3 Total = 250,211 (compared with 238,705 in 2018)
- The Latest subscribers at Q4 2019 = 34,546
- Average visit duration = 00:01:38

Highlights of other key achievements:

- Gateway celebrated International Women's Day by sharing leadership stories from top women leaders in the profession on its homepage – this was promoted heavily through social media.
- In addition to the 10 topic areas, Gateway focused on Audit Innovation, Diversity, Digitalization of Tax, Integrated Thinking & Reporting, Cybersecurity, SMEs, FinTech, Audit Expectation Gap, Code of Ethics, Public Financial Management, Branding and Future Implementation Support for International Standards.
- The second Technology Advisory Group Technology webinar focused on cybersecurity and was held on March 18, 2019. It provided a range of insights on how cybersecurity is impacting business and the accountancy profession, and how accountants and their firms can respond. Of the 355 individuals registered, 160 attended from 57 countries. Of the 94 people who responded to the feedback survey, 90 said they had found the webinar useful / very useful.
- Gateway interviewed prominent thought-leaders and technology industry experts through the attendance at the Association of International Certified Professional Accountants 2019 Engage Conference, the Institute of Management Accountants 2019 Conference and CPA Canada's ONE Conference.

Effectively facilitate relationship with regional bodies and other key stakeholders

- IFAC works with the African Organization of Supreme Audit Institutions, Pan African Federation of Accountants, and regulators in Kyrgyz Republic and Zimbabwe as partner organizations/beneficiaries of the DFID-funded IFAC Accountancy Capacity Building Program.
- Confederation of Asian and Pacific Accountants, ASEAN Federation of Accountants, South Asian Federation of Accountants, Gulf Cooperation Council Accounting and Auditing Organization, and the WB has agreed to partner with IFAC for the Fragile States Conference (FSC) in December. In addition to DFID funding, IFAC has secured funding from the Global Fund and Asian Development Bank for the FSC.
- IFAC Capacity Building staff, with Isabelle Tracq Sengeissen, IAASB member, attended the Fédération Internationale des Experts Comptables et Commissaires aux Comptes Francophones (FIDEF) General Assembly and held a workshop during the French Congress of Accountants for FIDEF members from Francophone African PAOs, which included Institute of Certified Public Accountants of Rwanda, a beneficiary of the DFID Capacity Building program. The workshop provided updates on IFAC and its SSBs activities.
- IFAC consulted as peer reviewer by the WB for new Report on the Observance of Standards and Codes performance indicator methodology. Successful inclusion of IFAC's adoption and SMO fulfillment methodology included directly into the WB's methodology and guidance.

2019 Target (e): Agreement on a new global network proposal and approval of any consequential amendments at the 2019 Council meeting. **(Status of Mitigation for Risk(s): FP2, FP3, VG1, FP5)**

- The IFAC Board approved the key elements of the IFAC Network Partner Framework and the new Policy Statement—IFAC Network Partners in September. The IFAC Board also acknowledged the currently recognized Regional Organizations, acknowledged Accountancy Groupings, and existing Memorandum of Understanding (MOU) Partners as IFAC Network Partners. Additionally, the ASEAN Federation of Accountants (AFA) was acknowledged the first “non-grandfathered” IFAC Network Partner. In November, the IFAC Board approved the MOUs with Accountancy Europe and AFA. Work on the development of MOUs with the other IFAC Network Partners is underway.
- During 2019, IFAC renewed MOUs with the International Integrated Reporting Council and The Institute of International Auditors.

Strategic Objective

Speaking out as the voice for the global profession

6. IFAC has advocated effectively on behalf of the profession, speaking out on relevant issues, and working with member organizations and the FoF, as appropriate, on relevant topics

(For a summary of Public Policy and Regulation (PPR) activities for 2019, refer to the Public Policy and Regulation Activities Report (PPRAG) at the **IFAC Council 2019 Meeting—Agenda Item 18.1**)

2019 Target (a): Member organization and Forum of Firms (FoF) survey results same or better than prior year where available; format to be determined (**Status of Mitigation for Risk(s): VG1**)

- Results of 2019 survey (as of January 23, 2020): IFAC member organizations overall average of **8.10** (compared with 7.90 in 2018) and the FoF networks overall average of **7.33**.

Highlights of other key achievements:

- Submitted a response to the Capital Markets Authority consultation in January 2019.
- Participated in an Anti-Money Laundering panel in conjunction with CPA Canada.
- Solicited comments from the IFAC Anti-Money Laundering network to provide the basis of an IFAC response to the Financial Action Task Force consultation on their revised Guidelines for Accountants.
- Submitted recommendations to the 2019 G20 summit held in June 2019.
- Submitted a response to the Brydon Independent Review into the Quality and Effectiveness of Audit in June 2019.
- Provided input on Draft Financial Action Task Force (FATF) Anti-Money Laundering Guidelines for Accountants in April 2019. Final guidelines were approved by FATF in June 2019.
- In July, in collaboration with Institute of Chartered Accountants in England and Wales, conducted a survey of 120 PAOs to determine use of joint audit in their jurisdiction. Responses from 70 jurisdictions were received and used in PPR analysis of joint audit use, costs, benefits, and applicability as an enhancement to audit practice globally.
- In September, in collaboration with ACCA and Chartered Accountants Australia & New Zealand (CAANZ), published a report, “Audit Quality in a Multidisciplinary Firm – What the Evidence Shows.” IFAC developed a new, belief statement-focused format for communicating its positions on policy/regulatory issues relevant to the accountancy profession. Three “Points of View” were published in 2019:
 - [Enhancing Corporate Reporting](#): Published concurrent with IFAC hosting a Council Meeting of the IIRC (November).
 - [Fighting Corruption and Money Laundering](#) (November): Following Point of View (PoV) publication, an article by IFAC CEO was published on UN International Anti-Corruption Day (December 9th) to amplify IFAC’s views.
 - [Climate Action](#): Published in December to coincide with the UN’s Climate Change Conference.
- A fourth PoV on “Achieving High-Quality Audits” has been developed and is being vetted for publication in February 2020. [Note: The audit quality focused PoV takes into account important policy/regulatory

debates in the UK (following Kingsman, CMA, Brydon reports) and other jurisdictions, but is global in focus, not country-specific.]

- PPR engaged Audit Analytics on an audit fee benchmarking data analysis/research project, [Audit Fee Survey: An Analysis of Audit Fees as a Percentage of Corporate Revenue](#), published on the IFAC website (December).
- In support of IFAC stakeholder outreach and advocacy efforts, PPR staff conducted numerous stakeholder meetings in London, Brussels, and Paris in September. Concurrently, IFAC participated in an ACCA sponsored panel discussion on Ethics and in International Financial Reporting Standards Advisory Council meetings.
- In an effort to advance the effectiveness of IFAC engagement at the G20, IFAC staff initiated an early engagement strategy with Business at OECD's B20 Dialogue, which backs the G20 through consolidated representation of private sector interests, concrete policy proposals, and expertise. Through these efforts, IFAC Board members have been accepted on two B20 Taskforces (Integrity & Compliance – Sheila Fraser, Finance & Infrastructure – Richard Petty). Taskforce recommendations will result in recommendations to the G20. IFAC staff will participate in B20 events throughout 2020 in preparation for the November G20 Summit in Riyadh.
- PPR staff conducted an in-person meeting with PPRAG, concurrent with IFAC's September Board meeting in New York, and a teleconference meeting (including new PPRAG members and discussing key issues from the Achieving High-Quality Audits PoV) in December.
- In September, IFAC (in collaboration with ACCA) hosted an event in IFAC's office (and also broadcasted on Facebook Live) in New York during Climate Week NYC, exploring through a panel discussion the role of the accountancy profession in accelerating a just and prosperous low-carbon transition. To coincide with the event, the article [Climate Action in a Climate Emergency](#) by IFAC CEO was also published. In addition to the live broadcast, additional support included developing a by-line article and remarks for IFAC CEO to address how accountants can advance climate action, supporting and amplifying the event via social media, securing coverage in *Accounting Today*, and making new introductions with journalists from *Financial Times* and *Reuters*.

Increase in amount of positive media coverage on the profession, particularly in major media outlets

2019 Target (b): Achievement of KPIs in the Communications Plan in conjunction with Edelman (**Status of Mitigation for Risk(s): VG1, VG2**)

- Details of plan completion and execution to be provided in Q1 2020.

Highlights of other key achievements

- Launched a new IFAC website. In addition to splitting up the IFAC and SSBs' websites, which was a significant change, the new website will allow for an increased level of digital sophistication, including robust data analytics and improving IFAC's overall digital and social presence.
- Following review by the PFC and IFAC Board, IFAC's [Integrated Annual Review 2018: Delivering Value through Our Global Network](#) was shared with our member organizations and the public.
- Provided speech and other logistical support for leadership and board member outreach in Brazil, Colombia, Costa Rica, India, Indonesia, Japan, Kenya, Morocco, Maldives, Nepal, Pakistan, Papua New Guinea, Portugal (including Ordem dos Contabilistas Certificados and Ordem dos Revisores Oficiais de Contas events), South Korea, Sri Lanka, Sweden (Nordic Federation of Accountants event), and the United Kingdom.

- Hosted the 3rd annual IFAC Global Communicators' Forum; the two-day event brought together 14 communicators from IFAC member organizations to inspire creative solutions to communications challenges. Notably, IFAC and the attending member organizations formed a Communicators Channel on WhatsApp to sustain collaboration throughout the year.
- Supported IFAC hosting the first Organisation for Economic Co-operation and Development International Organization Partnership meeting outside Europe, including arranging an interview with the Wall Street Journal.
- Facilitated member organization publication interviews in Brazil, India, Malaysia, the UK, Japan and Hong Kong, SAR; with ACCA, launched a joint public financial management series and the G20 Public Trust in Tax report; and prepared a by-line for IFAC CEO, [Three Imperatives for taxing the digital economy](#).
- Developed social media toolkits to facilitate information sharing around the digital tax policy debate.
- Supported IFAC's first Facebook Live activations during the African Congress of Accountants in Marrakesh, Morocco; nine interviews and six stories resulted in more than 2.8K video/story views and more than 800 engagements (clicks, reactions, comments & shares).
- Published social media content to "speak to" moments in time with IFAC messaging, including International Women's Day, Micro-, Small-, and Medium-Sized Enterprises Day, the G20 summit in Japan, Climate Week NYC, Auditor Proud Day, Global Ethics Day, World Standards Day, and International Anti-Corruption Day.
- Continued to grow IFAC's social media audiences on Twitter, Facebook and LinkedIn through proactive efforts to increase engagement and diversify content and tactics. Year-on-year follower increases from 2018 to 2019: 10% increase on Facebook, 20% increase on Twitter, and 35% increase on LinkedIn.
- Secured invitation for IFAC CEO's participation in The Economist's Climate Change & Finance event.
- Secured invitation for IFAC CFO's participation in the United Nations SDG Business Forum.
- Collaborated with ACCA and CAANZ to prepare and issue the [Multidisciplinary Firms Report](#), including a social media and press campaign and preparations for a by-line article.
- Developed and placed a by-line article by IFAC CEO Kevin Dancey in *International Banker*: [In Pursuit of Audit Quality, Look at the Evidence for the Multidisciplinary Model](#). The article helped IFAC speak into the international debate over audit and consultancy.
- Secured and executed video interview opportunity for IFAC CEO as part of the [Carnegie Council's video series](#) "Ethics in Business: In Their Own Words".
- Supported IFAC's call for nominations for the IFAC Board and committees for 2021.
- Developed a new means of communicating IFAC positions on policy and regulatory issues, [IFAC's Points of View](#), and launched the first three: enhancing corporate reporting, climate action and fighting corruption and money laundering.
- Developed an article for IFAC CEO on the role of accountants in fighting corruption to promote the anti-corruption Point of View on International Anti-Corruption Day: [Fighting Corruption Requires Accountants to Act: Here's How](#).
- **Refer to highlights of other 2019 activities as presented under 2019 Target (2a), 2019 Target (3a), 2019 Target (4b), 2019 Target (5a), 2019 Target (6a), and 2019 Target (6b).**

Structures, resources and processes to support strategy implementation

7. Internally, IFAC has a stronger, fit-for-purpose governance and organizational structure and operating model, with fully engaged talented people.

Fit for purpose IFAC leadership structure

2019 Target (a): Proposed Constitution and Bylaws changes approved by Council

- The IFAC Council approved the proposed Constitution and Bylaws at its November 2019 meeting in Vancouver.

Agreed dues formula for years beginning with 2021

2019 Target (b): Dues formula to be applied beginning with the calculation of the 2021 dues to be approved by Council in November 2019 (**Status of Mitigation for Risk(s): F2**)

- The IFAC Council approved the current dues formula as the basis of assessment for 2021 and beyond, which ceased the 2015-2020 transition provisions for all member organizations, at its November 2019 meeting.

IFAC and SSBs budget managed within 2 ½%

2019 Target (c1): IFAC revenues and expenses managed within 2 ½% (**Status of Mitigation for Risk(s): F1, F2**)

- 2019 IFAC revenues and expenses within -0.57% and 6.26% of budget, respectively. [Final results to be provided at February Board Meeting]

2019 Target (c2): SSBs expenses managed within 2 ½% (**Status of Mitigation for Risk(s): F1, F2**)

- 2019 SSBs expenditures within 1.27%. [Final results to be provided at February Board Meeting]

Highlights of other key achievements:

- 99.9% dues collected as of December 31, 2020.

Highly qualified, engaged, and motivated staff

2019 Target (d1): Upward trend in employee engagement survey results (**Status of Mitigation for Risk(s): SG1, SV1**)

- Overall upward trend in 2018-2019 Employee Engagement Survey.

2019 Target (d2): 90% of staff with performance ratings of 3+ retained (**Status of Mitigation for Risk(s): SG1, SV1**)

- Successful retention of 92% of staff with performance rating of 3+ retained, which is comprised of:
 - 44% of Core Performers with ratings between 3.0 – 3.9; and
 - 48% of High Performers with ratings between 4.0 – 5.0.

Highlights of other key achievements:

- Established and launched IFAC's corporate social responsibilities program, ("IFACares"), designed to enable staff to make a meaningful impact in the communities in which IFAC operates. This also underpins our employee value proposition (EVP) to continue to attract and retain talent.
 - The following activities were some of the events that were successfully facilitated and led by IFACares:
 - 350+ volunteer hours donated by staff of all levels throughout NYC and Toronto.
 - 90+ toiletry kits collected by staff and IFAC volunteers and donated to the homeless and survivors of human trafficking
 - 203 Meal pantry kits were assembled and distributed to families and individuals in need.
 - 32 Toys donated for Toys for Tots program for children across the country.
 - 25 Coats donated for the NYC annual coat drive.
 - The Values Refresh Team completed refining the definitions of IFAC's values and describing how to live each value through specific behaviour statements to successfully achieve IFAC's strategic objectives and to support the Code of Conduct, which was approved by the IFAC Board in the November 2019 Board Meeting. The IAASB, IESBA, and IPSASB also agreed, during their December meetings, to implement the Code as their own.

Upward trend in the use of technology to reduce travel and enhance efficiency, along with overall satisfaction with service level agreement (SLA) with service providers

2019 Target (e1): An increase in instances in 2019 where technology is leveraged to achieve cost efficiencies or extend the work program at a lower cost (Management is targeting a minimum of 8 such instances) **(Status of Mitigation for Risk(s): SG1, F1)**

- First CAP and PAO Development Committee meetings of 2019 held via webinar with positive feedback from committee members.
- Reduction of telecommunication costs through use of free or low-cost web-based services such as Skype, Zoom, and Go-To- Meetings for annual monitoring calls with member organizations and engagement with stakeholders of the Compliance Program and the PAO Capacity Building Program.
- The following activities were some of the events that used IFAC's upgraded communications technology infrastructure:
 - IESBA—The Revised and Restructured IESBA Code: Attended by 569 individuals (945 registered)
 - IAASB—Insight for Introduction to the Quality Management Standards and Deep Dive into the Firm's Risk Assessment Process: Attended by 251 individuals (421 registered)
 - IFAC Technology Advisory Group—Conducted a webinar on Embracing Cyber Security in the Global Accountancy Profession Today and in the Future: Attended by 160 individuals (355 registered). Recorded version will be made available on YouTube.

- Education—Update on the Development of a Future Model to Advance Accountancy Education: Attended by 117 individuals (303 registered). Held successful virtual meeting with the International Panel on Accountancy Education in December.
- CAP- Replaced Q4 in-person meeting with webinar with positive outcome.
- PAODC- Replaced Q4 in-person meeting with webinar with positive outcome.

019 Target (e2): Successfully meet the agreed timeline for implementing Microsoft 365 in order to support increased virtual collaboration and other efficiencies (**Status of Mitigation for Risk(s): F1**)

- Successfully completed implementation of Microsoft Office 365 in Q2 2019.

Board satisfaction with IFAC Management servicing of the Board

2019 Target (f): More than satisfactory expectations (score at least in line with 2018 outcomes (Questions 1-6 from quarterly board survey) (**Status of Mitigation for Risk(s): SV2**)

- Results of the Board surveys for 2019 show:
 - 80% or higher of Board members expressed satisfaction (rating of 8 or higher) with two of the six questions asked
 - *Agenda papers were well structured and effectively summarized matters for the Board's consideration. (83.0%).*
 - *Presentations by management effectively summarized issues and instigated Board discussions (80.7%)*
 - Four other questions show 70% or higher expressed satisfaction with:
 - *Board Executive Session covered key matters for discussion and was effective. (78.6%)*
 - *Sufficient time was allocated for discussing agenda items (76.5%);*
 - *Meeting agenda was well balanced and included matters of strategic importance, operations, external relations, presentations, speakers, etc. (73.7%);*
 - *Agenda papers for the meeting were distributed sufficiently in advance of the meeting to allow for preparation. (72.6%)*

Number of risks not satisfactorily managed and mitigated as described in IFAC's risk map and dashboard

2019 Target (g): No increase in the number of risks not adequately mitigated compared with 2018

- No increase in number of risks not adequately mitigated.

Assess effectiveness of Management Advisory Team (MAT)

2019 Target (h): Assessment (self-assessment or review by Officers) of MAT (**Status of Mitigation for Risk(s): SV1**)

- The President & Deputy President conducted interviews with members of the Management Advisory Team after the September Board meeting. The conclusion from the interviews was very positive. The format of the MAT is working well, the regular meetings ensure issues are fully discussed, and the setting provides for good communication, collaboration and transparency.

Review of internal structure and processes

2019 Target (i): Board support for, and when required, approval of, new or revised processes (**Status of Mitigation for Risk(s): FP4, FP5**)

- Created a new Management Advisory Team, which is a flatter and more inclusive management structure to ensure more effective and integrated operations and advice on vital matters.
- Initiated a culture survey, values refresh, and Code of Conduct
- Created a new cross-functional team which works on the 2019-2020 Thought Leadership, Adoption and Implementation, and Digital Content Themes. This includes:
 - Forming cross-functional Advocacy, Editorial, and Adoption and Implementation groups
 - Creating a framework to organize all of these initiatives; and
 - Sharing the work plan with member organizations to encourage collaboration
- Identified need for review of Committee Terms of References (ToRs)
 - The PAODC, PAIBC, and SMPC are reviewing their ToRs
 - Discussions are being had to clarify the roles of the committees.
- Approval a new model for accountancy education, quality membership, and a simplified organizational framework.

Explore alternative sources of revenue

2019 Target (j): Assessment of viability of alternative sources of revenue (**Status of Mitigation for Risk(s): F2**)

- In consultation with IFAC's Planning and Finance Committee (PFC), conducted initial assessment of viability of alternative sources of revenue in 2019. Further assessment and consultation to be held with the PFC and IFAC Board during 2020, as necessary.