

PROFESSIONAL ACCOUNTANCY ORGANIZATION (PAO) STRATEGY PLANNING TOOLKIT

Continuous Learning and Improvement Edition, 2025

PART 1: PAO Value Proposition & Strategy Development

PART 1 ADDITIONS

PAO Value Proposition
Framework

Practical Examples

Simplified & Streamlined

An end-to-end guide to strategic transformation

Message from IFAC Chief Executive Officer, Lee White



We believe that PAOs are essential to a healthy global economy. They are trusted voices on issues that matter, from high-quality financial reporting and ethical conduct to public sector accountability and transparency.

To lead effectively, PAOs themselves must be strategic, resilient, and focused on delivering real value to their members and stakeholders. That is why this Strategic Planning Toolkit is such an important resource, and why we are proud to release this updated Continuous Learning and Improvement Edition.

This Toolkit directly supports our Strategy and Member Value Proposition. It is a tangible example of how we help PAOs succeed in delivering on their mandates, strengthening governance, and building relevance. Whether your PAO is navigating regulatory reform, digital transformation, or evolving public expectations, a clear and actionable strategy is essential.

We designed this edition to help PAOs not just plan but evolve. It brings together lessons from across our network, reflection interviews with PAO leaders, and real-world case studies. It emphasizes stakeholder engagement, data-driven decision-making, and aligning your work with a clear value proposition. In short, it empowers PAOs to define their impact and prove it.

We are committed to supporting PAOs not only as members of a global network, but as national and regional leaders. Your success is our shared success. We hope this Toolkit helps you build momentum, deepen stakeholder trust, and take bold steps toward a resilient future.

Sincerely,

Lee White

Chief Executive Officer
International Federation of Accountants

Key Message from the IFAC PAO Development Advisory Group Chair, Jelena Misita



Over the past several years, the IFAC PAO Development Advisory Group (PAODAG) has worked closely with PAOs around the world to strengthen their ability to serve the public interest and respond to a rapidly evolving environment. One recurring theme has emerged: PAOs that thrive are those that plan strategically and do so intentionally. This is why, in 2024, we launched the first edition of the Strategic Planning Toolkit. It was designed as a practical, flexible guide to help PAOs define their purpose, chart their path, and align action with ambition. It quickly became one of the most widely used tools across the IFAC network.

In 2025, through engagements with PAO leaders and partners, we gathered insights on how the toolkit was being used and where it needed to go next. These honest reflections were our blueprint for improvement. The result is this Continuous Learning and Improvement Edition. In it, you will find updated guidance, simplified tools, and most importantly, integrated resources to help PAOs define and communicate their value proposition, measure what matters, and adapt to change with confidence. We have included new templates, case studies, and examples from the field that reflect the creativity and resilience of our community.

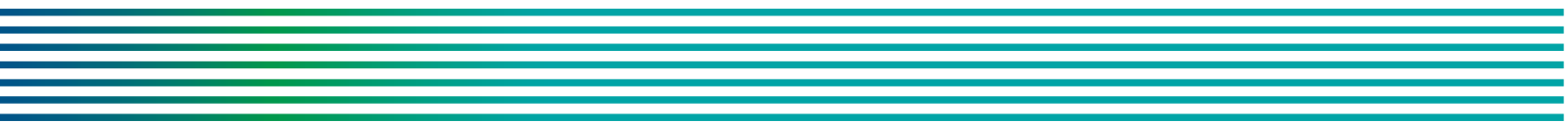
This updated edition is more than a technical document; it is a call to action. It reflects our shared belief that strategy is not a one-time event, but an ongoing conversation. It is a commitment to help PAOs evolve into mission-driven institutions that deliver measurable value to their members, regulators, and society.

On behalf of the PAODAG, I invite you to use this toolkit as both a compass and a mirror as you chart your way forward and reflect on what makes your PAO indispensable. We are proud to walk this journey with you.

With appreciation,

Jelena Misita

Chair, IFAC PAO Development Advisory Group, International Federation of Accountants



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INTRODUCTION

PURPOSE OF THE TOOLKIT

This toolkit supports professional accountancy organizations (PAOs) in creating a clear, member- and mission-driven strategy. It provides a practical, step-by-step guide for developing a strategy that is focused, impactful, and rooted in delivering real value.

WHAT'S NEW IN THIS EDITION

This updated version reflects feedback from PAOs and lessons learned from real-world application. It includes clearer language, simplified templates, and new tools to make the strategy process easier to use and more effective. Most importantly, it positions the PAO value proposition as the foundation of strategic planning to ensure that your goals, initiatives, and performance measures are aligned with what matters most to your stakeholders.

WHY IT MATTERS

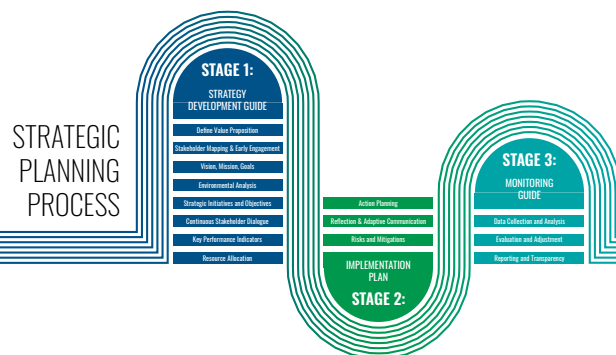
A well-crafted strategy is a roadmap for action, accountability, and relevance. By focusing on value, engaging stakeholders early, and setting measurable goals, your PAO can build trust, stay resilient, and lead with purpose.

What This Toolkit Helps You Do

- Clarify your value proposition
- Define your mission, goals, and stakeholder priorities
- Translate strategy into clear actions and measures
- Strengthen accountability and alignment across your organization

Toolkit Structure

- **Part 1: Strategy Development**
Define your value proposition, vision, mission, goals, and stakeholder engagement.
- **Part 2: Implementation Plan**
Turn priorities into programs, resource plans, and communications.
- **Part 3: Monitoring Guide**
Track progress, adjust based on results, and learn as you go.



EXECUTIVE SUMMARY



This revised edition incorporates practical examples, simplified tools, and a sharper focus on value proposition which places it at the center of your strategy to ensure everything you do delivers measurable benefit to your members, the profession, and the public interest.

WHAT YOU'LL BUILD

- A clearly defined Value Proposition that explains who you serve and why you matter
- A compelling Vision, Mission, and Values to guide your work
- An Environmental Analysis that maps opportunities and risks
- Focused Strategic Goals and Initiatives grounded in capacity and stakeholder needs
- Relevant KPIs to track performance and communicate impact
- A practical Stakeholder Engagement Plan for ongoing input and alignment

WHY IT MATTERS

This Toolkit helps PAOs of all sizes and maturity levels create strategies that are not only actionable, but adaptive. Whether your goal is growth, reform, or relevance, this guide is built to help you get there with confidence and clarity.

STRATEGIC PLANNING PROCESS

STAGE 1:

STRATEGY DEVELOPMENT GUIDE

Define Value Proposition

Stakeholder Mapping & Early Engagement

Vision, Mission, Goals

Environmental Analysis

Strategic Initiatives and Objectives

Continuous Stakeholder Dialogue

Key Performance Indicators

Resource Allocation

Action Planning

Reflection & Adaptive Communication

Risks and Mitigations

IMPLEMENTATION PLAN

STAGE 2:

STAGE 3:

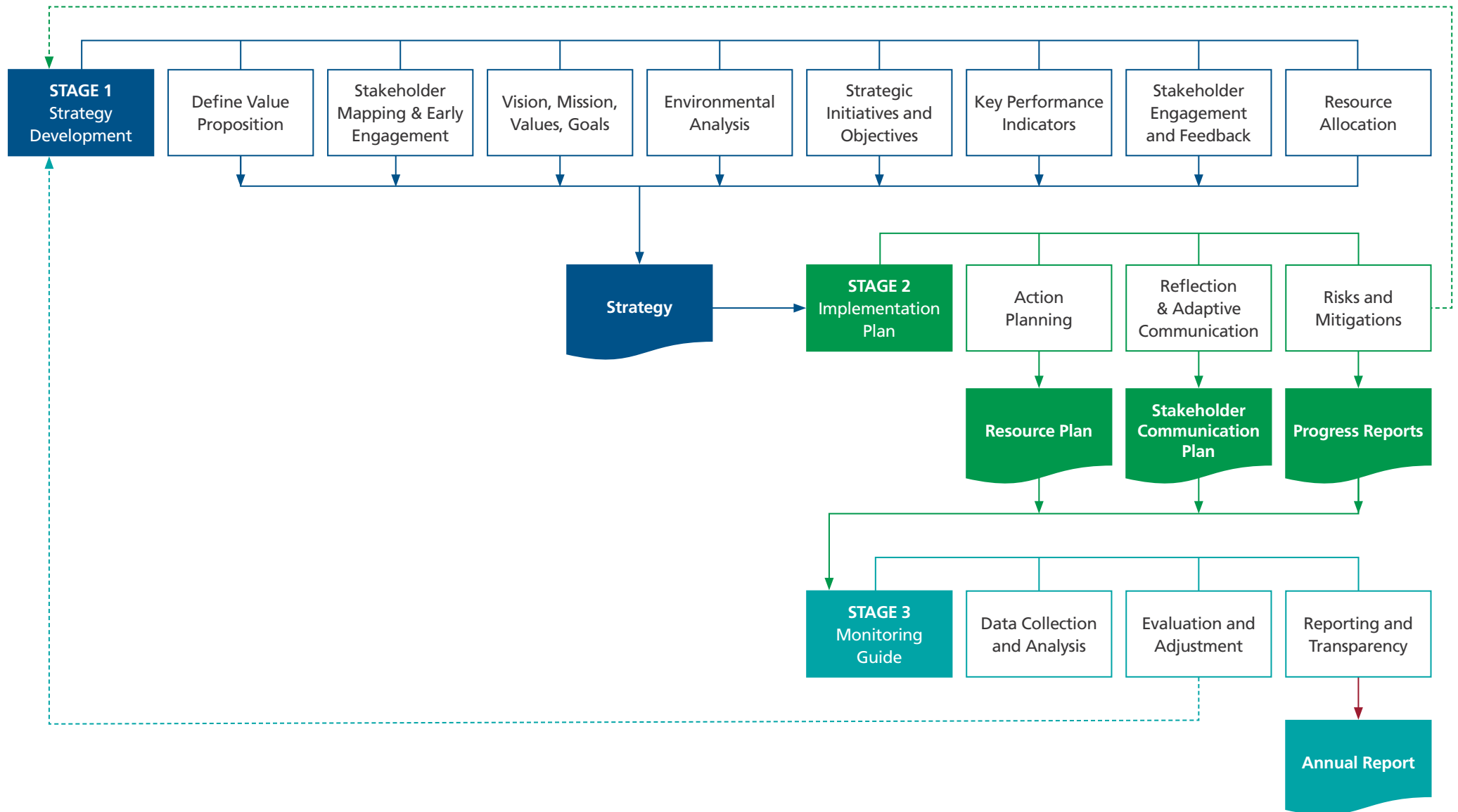
MONITORING GUIDE

Data Collection and Analysis

Evaluation and Adjustment

Reporting and Transparency

STRATEGY DEVELOPMENT PROCESS FLOW



STAGE 1



STEP 1A: DEFINE VALUE PROPOSITION

Before setting strategic goals, drafting a mission, or identifying KPIs, every PAO must first answer a fundamental question:

What is our value proposition?

Your value proposition is your PAO’s core promise, i.e. the tangible and intangible value it delivers to members, the profession, and society. It defines who you serve, what they need, and how your services build trust and impact. Without this clarity, strategic planning becomes an exercise in activity rather than purpose. This Toolkit positions the value proposition as the strategic anchor. It shapes your vision and mission, guides initiative design, informs engagement and communications, and drives performance monitoring.

Practical Guide for PAO Leaders – Use This Guide to Help You Craft Your PAO’s Value Proposition

Your 1-Sentence Value Proposition Formula

We help [who] achieve [what outcome] by providing [how] in a way that supports [broader public/professional interest].

Value Proposition Design Canvas

Use this to align what members need with what your PAO delivers:

Member Perspective	PAO Offering
Jobs to be done	Products/Services
Pain points	Pain relievers
Desired gains	Gain creators

Checklist: Is Your Value Proposition Working?

- Is it clearly stated in your mission or strategic plan?
- Do your council and CEO agree on it?
- Can staff explain it confidently and consistently?
- Does it reflect both member needs and public interest?
- Is it used to guide decisions and evaluate initiatives?

Red Flags: Signs of Misalignment

- Services do not reflect the stated mission
- Leadership priorities are fragmented
- Members do not recognize the value of a PAO
- The public sees the PAO as insular or irrelevant

Strategic Planning Step	How to Embed the Value Proposition
Environmental Scan	Ground in real stakeholder needs
Vision & mission	Make your promise explicit
Strategic Objectives	Align goals with your defined value
KPIs & Monitoring	Measure delivery of your promise
Team Alignment & Budgeting	Use it to prioritize resources and roles

STEP 1A: DEFINE VALUE PROPOSITION (cont'd)

Fix it by anchoring everything to your value proposition.

If you had to express your PAO’s value proposition in one sentence, what would it be? Then ask:

- Would our Council agree?
- Would our members recognize it?
- Would our regulators support it?

This template is designed to help PAOs define and communicate their value proposition. It supports reflection on how stakeholder needs align with PAO services, mission, and measurable outcomes.

Use this tool in Step 2 (Vision, Mission, Goals) and revisit during strategic planning and stakeholder engagement.

Stakeholder Group	Stakeholder Needs / Expectations	Member Perspective	Member Perspective	Member Perspective	PAO Offering
[INSERT] e.g. Members, Regulators, Employers	[INSERT] What do they value or expect from the PAO?	[INSERT] What services address this need?	[INSERT] Tangible or intangible benefits e.g., credibility, skills, support	[INSERT] How does this contribute to our purpose?	[INSERT] e.g., KPIs, satisfaction scores, uptake rates

SEE ANNEX 1A – VALUE PROPOSITION MAPPING TOOL

STEP 1A: DEFINE VALUE PROPOSITION (cont'd)

What Next?

Once you have drafted your PAO's value proposition statement, take time to explore it through a structured reflection exercise. This helps ensure your promise of value is aligned with real-world member and stakeholder needs. Use the following six elements to guide your thinking:

Stakeholder Perspective	PAO Strategic Response
Jobs to be Done What are your members or stakeholders trying to accomplish in their careers or institutions?	Services Offered What activities or offerings do you provide to support them?
Gains What do they expect to achieve or improve (skills, recognition, influence)?	Gain Creators How do your services help them achieve those outcomes?
Pains What challenges or frustrations do they face in their professional journey?	Pain Relievers How do your services reduce or eliminate those frustrations?

This simple but powerful tool can be used in team workshops or stakeholder focus groups. It allows PAOs to better connect their offerings with what matters most to those they serve

SEE ANNEX 1A2 – VALUE PROPOSITION MAPPING TOOL

STEP 1B: STAKEHOLDER MAPPING AND EARLY ENGAGEMENT

Laying the Groundwork for Inclusive Strategy Development

Understanding your stakeholders is essential to designing a strategy that resonates, gains support and delivers value. This step helps PAOs identify key stakeholder groups, clarify their relevance, and determine how and when to involve them early in the planning process. Engaging stakeholders upfront, rather than after the strategy is finalized, ensures better alignment, surfaces blind spots, and can significantly improve outcomes.

Value Proposition Prompt

How can we ensure our stakeholders recognize and experience the value we promise in our strategic plan?

Tips for Effective Stakeholder Engagement

- 1. **Identify priority groups early.** Use a stakeholder table to assess who has influence, who is affected, and who needs to be heard.
- 2. **Match method to purpose.** Focus groups, surveys, interviews, and pilot sessions all serve different goals. Choose what fits best.
- 3. **Use engagement to inform.** Invite feedback during strategic goal setting, initiative design, and KPI development.
- 4. **Capture what you hear.** Document input and how it influenced decisions to build trust and accountability.

Stakeholder Group	Engagement Method	Key Questions	Engagement Lead	Timing
Identify Stakeholders <i>Who do we serve or depend on (members, regulators, donors, students, staff)?</i>	Select Engagement Method <i>What method best suits this stakeholder? (e.g., survey, focus group, interview, meeting)</i>	Ask the Right Questions <i>What challenges are you facing that the PAO could help with?</i> <i>How would you rate the quality and relevance of our current services?</i> <i>What should we start, stop, or do more of?</i> <i>What does success look like from your perspective?</i>	Document and Adapt <i>What did we learn?</i> <i>What changes should we make as a result?</i>	Include Realistic Timeframe

SEE ANNEX 1B – STAKEHOLDER FEEDBACK AND ENGAGEMENT TABLE EXAMPLE

STEP 2: VISION, MISSION, VALUES & GOALS

Clarifying Who You Are and Where You’re Going

This step defines your PAO’s core identity and sets the direction for your strategy. Your vision describes your long-term aspiration, your mission explains your purpose and whom you serve, and your values guide behavior and decision-making. These foundational elements then lead to setting clear strategic goals that turn purpose into action.

Value Proposition Tip

Do our vision, mission, values, and goals clearly express the value we promise to deliver and to whom?

Tips for Refining Vision, Mission, and Values

- 1. Start with your value proposition. Use it to ensure consistency between what you promise and how you define your purpose and goals.
- 2. Be concise and concrete. Vision and mission statements should be clear, memorable, and free from jargon.
- 3. Link values to behavior. Your values should guide how your team works and how the PAO engages with stakeholders.
- 4. Set 3–5 strategic goals. These should reflect your aspirations over the strategy period and respond to your environment, capabilities, and stakeholder needs.

VISION	MISSION	GOALS
<i>Where are we going?</i> Your PAO’s long-term aspirations and desired future state.	<i>Why do we exist?</i> Define your PAO’s purpose, what it does, and who it serves.	<i>What will we achieve?</i> Clear, measurable targets linked to your mission and vision.

SEE ANNEX 2 – VISION, MISSION, GOALS EXAMPLE

STEP 3: ENVIRONMENTAL ANALYSIS

Understanding the Internal and External Context

Before setting your strategic priorities, take stock of your PAO’s current position and the external environment. This step helps you analyze internal strengths and weaknesses as well as external opportunities and threats (SWOT). It also supports trend spotting across regulation, technology, talent, and stakeholder needs.

Value Proposition Prompt

What are we doing well (or not) that helps or hinders our ability to deliver on our value proposition?

Tips for Environmental Analysis

- 1. Use a SWOT matrix to map internal (strengths, weaknesses) and external (opportunities, threats) factors.
- 2. Gather input from across your PAO (staff, board, volunteers, and key stakeholders).
- 3. Look outside the PAO. Consider market trends, regulatory developments, digital disruption, and demographic shifts.
- 4. Revisit and refine. A SWOT analysis is not a one-time activity and should be updated regularly to reflect change.

STRENGTHS (INTERNAL)	WEAKNESSES (INTERNAL)
What do we do well?	Where are we struggling?
OPPORTUNITIES (EXTERNAL)	THREATS (EXTERNAL)
What could we take advantage of?	What could we take advantage of?

SEE ANNEX 3 – SWOT ANALYSIS EXAMPLE

STEP 4: STRATEGIC INITIATIVES AND OBJECTIVES

Turning Strategy Into Action

With your goals defined, this step focuses on designing the specific initiatives that will bring your strategy to life. Strategic initiatives are focused programs or actions that drive change, deliver value, and address the priorities identified in your environmental analysis. Each initiative should be backed by clear objectives to guide execution.

Tips for Designing Strong Initiatives

- 1. Stay aligned to your value proposition. Every initiative should clearly support what your PAO promises to deliver.
- 2. Make objectives SMART. Objectives should be Specific, Measurable, Achievable, Relevant, and Time-bound.
- 3. Balance ambition with capacity. Ensure initiatives are impactful but realistic given your resources.
- 4. Limit the list. Focus on 3–5 core initiatives that create the most value, rather than trying to do everything.

Strategic Objective	Strategic Initiative	Initiative objective	Link to SWOT Analysis	Resources Required	Timeline
What is the high-level goal this initiative supports?	Initiative 1: What specific initiative or program will help achieve the objective?	What measurable change will this initiative deliver?	Which SWOT elements (Strengths, Weaknesses, Opportunities, Threats) does this initiative respond to?	What people, partnerships, funding, or systems are needed?	What is the planned end date or timeframe?

Value Proposition Prompt

Will these initiatives clearly demonstrate the value our stakeholders expect and help us fulfill our mission?

SEE ANNEX 4 – STRATEGIC INITIATIVES EXAMPLE

STEP 5: KEY PERFORMANCE INDICATORS (KPIs)

Tracking What Matters

KPIs translate your strategic initiatives into measurable results. They help your PAO track progress, evaluate success, and communicate impact to members, regulators, and partners. Well-chosen KPIs support learning and adaptation which ensure that your strategy remains relevant and grounded in real-world performance.

Value Proposition Prompt

Do these KPIs show that we are delivering value to our members, stakeholders, and the public interest?

Tips for Choosing Effective KPIs

- 1. Align KPIs to your goals and value proposition. Measure what truly matters and not just what is easy to track.
- 2. Keep it focused. Choose 1–3 indicators per initiative to avoid data overload.
- 3. Use baseline data. Compare progress over time, even if you are starting from scratch.
- 4. Review and adjust regularly. Use KPIs to reflect, learn, and recalibrate your strategy as needed.

Strategic Goal	Strategic Initiative	Initiative Objective	Outcome	Measure	Target
What is your broad objective (e.g., improve services, raise visibility)?	What program or action are you implementing under this goal?	What specific change or benefit do you aim to achieve with this initiative?	Which SWOT elements (Strengths, Weaknesses, Opportunities, Threats) does this initiative respond to?	What people, partnerships, funding, or systems are needed?	What is the planned end date or timeframe?

SEE ANNEX 5 – KEY PERFORMANCE INDICATORS EXAMPLE

STEP 6: CONTINUOUS STAKEHOLDER DIALOGUE

Engage. Learn. Adapt.

Strategy is shaped through listening. Ongoing engagement with your members, regulators, and partners builds shared ownership, uncovers blind spots, and strengthens alignment. Stakeholder feedback should inform your strategy not only at the beginning, but throughout its design and implementation.

Value Proposition Prompt

How are we ensuring our stakeholders recognize, experience, and shape the value we promise to deliver?

Tips for Continuous Engagement

- 1. Engage early and often. Do not wait for the final draft, and use feedback to shape goals, initiatives, and KPIs.
- 2. Use the right method. Choose surveys, interviews, roundtables, or pilot groups based on what you are trying to learn.
- 3. Be transparent. Show how feedback was used (or why it was not). This builds trust.
- 4. Document and adapt. Treat engagement as a loop where you use insights to refine strategy and drive better results.

Stakeholder Group	Engagement Method	Purpose of Feedback	Timing (Step)	Key Questions / Topics	How Input Will Be Used
e.g., Members	Focus group or online survey	Test relevance of Continuing Professional Development (CPD) strategy	Step 4-Strategic Initiatives	What topics are most in-demand for CPD?	Refine initiatives to match actual learning needs

SEE ANNEX 6 – CONTINUOUS STAKEHOLDER DIALOGUE EXAMPLE

STEP 7: RESOURCE ALLOCATION

Aligning Budget and People with Strategy

A strategy is only as strong as its execution. This step ensures your strategic priorities are supported by the right mix of financial, human, and operational resources. Clear resource planning helps manage expectations, align responsibilities, and identify where trade-offs or support may be needed.

Value Proposition Prompt

Are we putting our people, funding, and time toward the initiatives that most deliver on our value promise?

Tips for Strategic Resource Allocation

1. Link resources directly to initiatives. Every major activity in your plan should have a responsible owner and a budget line.
2. Think beyond money. Consider staff capacity, volunteer time, systems, and partnerships as key enablers.
3. Make trade-offs transparent. Be clear about what you are investing in and what you are pausing or letting go.
4. Build in flexibility. Resource needs will evolve; set checkpoints to review and adjust.

Strategic Initiative	Human Resources	Financial Resources	Tools/Systems	Responsible Lead
[Insert Strategic Initiative #1]	What human resources are needed? Which staff members or departments will be involved? Do we need external consultants, volunteers, or partners?	What financial resources are required? Is there a budget allocated for this initiative? Are donor or grant funds available?	What tools or systems are needed? Do we need new platforms, software, or materials?	Who will manage or oversee the resource use? Who is responsible for mobilizing and tracking resources?

SEE ANNEX 7— RESOURCE ALLOCATION EXAMPLE

CONCLUDING THE STRATEGY DEVELOPMENT PLAN

From Planning to Action: Making It Real

You have built a strategy that reflects your vision, responds to your environment, and centers your PAO's value proposition. Now it is time to activate it. A strategy gains strength from how it is communicated, championed, and reviewed over time.

Final Reflection Prompt

Does this strategy help us deliver meaningful, measurable value to the people and institutions we serve?

Moving from Plan to Practice

1. Compile

Finalize a clear, user-friendly strategy document that integrates your key steps and annexes.

2. Socialize

Share and validate with leadership, staff, and volunteers. Everyone involved in execution.

3. Communicate

Tailor and publish a version for your broader stakeholders to reinforce transparency and trust.

4. Activate

Launch key initiatives, begin tracking KPIs, and assign roles with clear accountability.

5. Refresh

Revisit your strategy annually to reflect lessons learned, shifts in context, and evolving stakeholder needs.

ANNEX



ANNEX 1A: VALUE PROPOSITION MAPPING TOOL

This tool helps PAOs analyze and articulate how their services meet the real needs of members and stakeholders. It prompts reflection on what users are trying to achieve (jobs), the benefits they seek (gains), the challenges they face (pains), and how the PAO's services create value in response.

How to Use This Tool

- Use it in Step 1A when defining your value proposition
- Facilitate a workshop with your team to fill it in collaboratively
- Use different versions for different stakeholder groups (members, students, regulators, etc.)

See below sample entry from a fictional PAO, "Island Association of Accountants" for reference.

Stakeholder Perspective	PAO Strategic Response
Jobs to be Done Gain professional recognition; meet CPD requirements	Services Offered Offer nationally recognized certification; provide structured CPD program
Gains Access to flexible, modern learning; improved career prospects	Gain Creators On-demand CPD portal with ESG, technology, and soft skills modules
Pains Limited CPD relevant to local context; lack of career mobility	Pain Relievers Tailored CPD content; new mentorship program for early-career members

ANNEX 1A2: VALUE PROPOSITION EXAMPLE

Meet the PAO – Imagine a small-sized organization named “Island Association of Accountants” (IAA) serving 2,500 members and recognized as the national standard-setter and CPD provider.

Step 1: Stakeholder Reflection

The leadership team starts with a facilitated session using the Stakeholder Value Template.

Stakeholder Group	Needs & Expectations	PAO Services	Value Delivered	Alignment with Vision	How Measured
Members	Relevant, affordable CPD; up-to-date guidance; recognition	CPD programs, newsletters, member certificates	Skills, credibility, professional growth	Yes “supporting members to lead with integrity”	CPD uptake, satisfaction score (target: 85%)
Regulators	Trustworthy professionals; ethical standards	Code of ethics, public discipline, exams	Public confidence, accountability	Yes “serving the public interest”	Regulatory feedback, no. of licensed professionals
Employers	Job-ready graduates; competent staff	Certification programs, internship partnerships	Talent pipeline, reduced onboarding time	Yes “developing future-ready professional	Employer satisfaction survey
Students	Affordable entry, career clarity	Scholarships, orientation, mentorship	Access, motivation, early connection to the profession	Yes “opening access to accountancy	Student enrollment, retention

ANNEX 1A2: VALUE PROPOSITION EXAMPLE (cont'd)

Step 2: Drafting the One-Sentence Value Proposition

After reviewing the above, the CEO challenges the team:
“If we had to express our PAO’s value proposition in one sentence, what would it be?”

First draft: “We offer training and licensing to members to meet compliance needs”

Staff said it did not reflect how they supported students or contributed to the country’s public interest. Members would not recognize it.

Final draft (shared and agreed upon by Council and Staff):

FINAL VALUE PROPOSITION STATEMENT

“WE EMPOWER ACCOUNTANTS AT EVERY STAGE, FROM STUDENTS TO LEADERS, WITH THE CREDIBILITY, SKILLS, AND COMMUNITY THEY NEED TO SERVE WITH CONFIDENCE AND INTEGRITY”

Step 3: Embedding the Value Proposition in the Strategic Plan

Strategic Planning Step	How IAA Embedded the Value Proposition
Environmental Scan	Used member surveys and regulator interviews to identify credibility + skills gaps
Vision & Mission	Mission now states: “Empowering trusted professionals to serve with integrity.”
Strategic Objectives	One pillar is “Grow Member Value & Visibility” which is tied directly to proposition
KPIs & Monitoring	CPD satisfaction, new member onboarding, student retention
Budgeting & Prioritization	Increased CPD funding, reduced focus on low-impact admin events

Red Flags They Avoided

- Before: Council had 3 different answers to “why do we exist?”
- Members said they only heard from the PAO during renewal
- Staff couldn’t explain how activities connected to purpose

Now? Their message is aligned. Programs are clearer. Value is visible.

ANNEX 1B: STAKEHOLDER FEEDBACK AND ENGAGEMENT TABLE EXAMPLE

Instructions:

Use this table to guide your PAO's engagement with key stakeholders when developing or revisiting your strategic plan.

Stakeholder Group	Engagement Method	Key Questions	Engagement Lead	Timing
Members	Online survey	What services do you value most? What should we start, stop, or do more of?	Member Services	Q2
Board & Council	Strategic retreat workshop	What risks or opportunities should guide our next plan? Where do we need to focus more?	CEO / Strategy Advisor	Q1
Regulators	Bilateral meeting	How can we align with your oversight priorities? What concerns do you have about our profession?	CEO	Q2
Government	Roundtable discussion	How can we support national policy priorities? What skills or data do you need from the profession?	Public Affairs Lead	Q3
Students	Campus focus group	What motivates you to pursue accounting? What support would help you succeed?	Education & Outreach Lead	Q2–Q3

ANNEX 2: VISION, MISSION, GOALS EXAMPLES

VISION

To be the pioneering force in the development and regulation of the accountancy and auditing profession in the [Jurisdiction] in accordance with the best international standards.

MISSION

[PAO] is committed to providing a leading advocacy, learning and engagement platform for the accountancy profession in the [Jurisdiction] to serve our members, the wider profession and society in the face of global challenges.

By making connections and establishing partnership networks, exchanging insights and experience, offering innovative learning products and enabling better governance and oversight, we aim to build a strong, future-ready and resilient accountancy profession in the [Jurisdiction].

Strategic Objectives	Measure
Enhance member services	• Member satisfaction with services
Raise capabilities and skills of accountancy professionals in the [Jurisdiction]	• Increase in course uptake in a year • Member satisfaction with courses
Enhance professionalism	• Increase in number of members with PAO Certificate qualification in a year
Diversify and enhance sources of revenue and ensure financial sustainability	• Increase number of [PAO] members in a year • Increase revenue from all courses in a year
Become closer to members and professional community	• Number of member engagements in a year • Number of partner engagements in a year

ANNEX 3: SWOT ANALYSIS EXAMPLE

Instructions:

Use this template to identify internal and external factors that affect your PAO's ability to deliver on its mission. Think about your members, services, staffing, infrastructure, and external environment (e.g., policy, technology, talent, economy).

STRENGTHS (internal)	WEAKNESSES (internal factors)
• Extensive support and commitment from the Board members; • Competencies and expertise on [PAO]'s Board; • The Board strongly believes in the concept of change and development, eagerly adopts innovative ideas and works to implement them; • The Board is committed to developing a comprehensive strategic plan; • Administrative and financial independence; • One united team working towards common goals; • Excellent reputation and credibility in the professional community; • Strong partnership network and lines of communication with both public and private sectors; • Close relationships with professional bodies, regionally and internationally.	• The current training plan is not sufficient to support the required level of upskilling envisioned for [PAO] members; • Inability to implement a comprehensive training plan due to limited financial resources; • Lack of a suitable mechanism to measure the impact of training effectiveness and customer satisfaction; • Lack of specific skills and expertise of staff and limited ability to attract new talent; • Low operational efficiency of some of the organizational units due to limited human resources; • Lack of regulatory authority over the profession;
OPPORTUNITIES (external)	THREATS (external)
• Association is the only body in the country that serves the accountancy profession; • Government support to [PAO]; • Moving toward adopting e-government approach in line with [Jurisdiction] strategy; • [Jurisdiction] adoption of strategies to enhance cooperation with professional bodies; • Partnerships with the private sector; • Developing and diversifying the Association's revenues through expansion of training programs and professional certificates; • Technological development and the possibility of benefiting from it by marketing the Association activities such as training programs, professional programs and membership.	• Lack of financial support; • High costs of professional trainings and qualified trainers; • Fast speed of developments in the profession which requires continuous update and enhancing of training offerings; • Slow amendment to the accountancy laws and legislation which could enable the Association to exercise its role in organizing the profession better and expand its mandate; • Lack of awareness from the professionals and partners of the role that [PAO] plays in the profession in the [Jurisdiction]; • Reluctance of the Emiratis to join [PAO].

ANNEX 4: STRATEGIC INITIATIVES EXAMPLE

Instructions:

Use this table to summarize your strategic objectives and initiatives. Each row represents one initiative under a broader strategic objective. This tool helps align your strategy to your SWOT analysis, define specific outcomes, and plan for required resources and timelines.

Strategic Objective	Strategic Initiative	Initiative Objective	Link to SWOT analysis	Resources required	Timeline
Enhance member services.	Initiative 1: Enhance, digitize and streamline member relationship and management services, improve [PAO] website for easier navigation and information access.	To enhance accessibility and simplicity of engagement with [PAO] and increase attractiveness of membership.	(W) Low quality of [PAO] website; limited resources (T) Reluctance of Emiratis to join [PAO], low awareness of [PAO] role (O) Adoption of e-government approach; emergence of new technologies; [PAO] is the only PAO in the [Jurisdiction]	Volunteers, staff Financial investment into new e-platform	31/12/2026
Raise capabilities and skills of accountancy professionals in the [Jurisdiction].	Initiative 2: Review current product portfolio, reimagine member offerings and improve the quality of training programs, offer professional certification programs to meet the needs of accountancy professionals.	To provide better tailored, relevant, future-proof and sufficient training to members to ensure their skills meet labor market demand.	(W) Weak training plan; limited resources; lack of course assessment mechanism (T) Limited financial support; high cost of training and trainers; fast pace of changes in the profession (S) Strong partnership networks; close relationships with other PAOs (O) Government support; partnerships with private sector	Members, partner PAOs, government Financial investment into content development and trainer fees	31/12/2027
Enhance professionalism.	Initiative 3: Enhance the professional capabilities and skills and promote professionalism among members at various levels.	To increase the number of members with professional qualifications.	(W) Lack of resources (T) Limited financial support; fast pace of changes in the profession; high costs of professional trainings and trainers (S) Excellent reputation; strong partner networks; close relationship with other PAOs (O) Government support; diversification of revenues	Staff, other PAOs, members Financial investment into content development	31/12/2027
Diversify and enhance sources of revenue and ensure financial sustainability.	Initiative 4: Increase the membership numbers in the Association.	To ensure long-term financial sustainability.	(W) Lack of resources; low operational efficiency; limited regulatory powers (T) Lack of awareness of [PAO]'s roles; reluctance to join [PAO]; lack of financial support (S) Board commitment and expertise; strong network; close relationships (O) Government support; partnerships; cooperation with other PAOs; new technologies, diversification of revenues	Staff, partners, government Financial resources	31/12/2025
	Initiative 5: Develop the financial resources through effective marketing of training programs, professional certifications, and consulting services.	To raise visibility and brand awareness of [PAO] to increase revenue from training.	(W) Lack of resources; low operational efficiency; limited regulatory powers (T) Lack of awareness of [PAO]'s roles; reluctance of Emiratis to join [PAO]; lack of financial support (S) Board commitment and expertise; strong network; close relationships (O) Government support; new technologies, diversification of revenues	Staff, partner PAOs, private sector partners, volunteers Financial investment into technology Digital marketing tools	31/12/2025
Become closer to members and professional community.	Initiative 6: Establish effective partnerships with the public and private sectors in the field of professional practice and create channels and mechanisms to gain local and global experience.	To create opportunities for members through effective partnerships. To improve operational excellence through knowledge sharing.	(W) Lack of resources (T) Lack of awareness of [PAO]'s roles (S) Strong network; close relationships with other PAOs (O) Government support; partnerships with private sector	Staff, partner PAOs, private sector, government, members Financial resources	31/12/2026

ANNEX 5: KEY PERFORMANCE INDICATORS (KPI) EXAMPLE

Strategic Goal	Strategic Initiative	Initiative objective	Outcome	Measure	Target
Enhance member services.	Initiative 1: Enhance, digitize and streamline member relationship and management services, improve [PAO] website for easier navigation and information access.	To enhance accessibility and simplicity of engagement with [PAO] and increase attractiveness of membership.	An easy to use website. Key member processes digitized. Member services optimized.	Member satisfaction with [PAO] services based on a biannual member survey.	31/12/2026
Raise capabilities and skills of accountancy professionals in the [Jurisdiction].	Initiative 2: Review current product portfolio, reimagine member offerings and improve the quality of training programs, offer professional certification programs to meet the needs of accountancy professionals.	To provide better tailored, relevant, future-proof and sufficient training to members to ensure their skills meet labor market demand.	High-quality, relevant learning products are available to members.	Increase in course uptake in a year.	Increase course uptake (number of participants) by 15% annually
				Member satisfaction with [PAO] courses based on a biannual member survey.	Satisfaction score of 85% (i.e. 90% of respondents are satisfied with [PAO])
Enhance professionalism.	Initiative 3: Enhance the professional capabilities and skills and promote professionalism among members at various levels.	To increase the number of members with professional qualifications.	Internationally recognized professional accountancy qualification programs are available to members.	Staff, other PAOs, members Financial investment into content development	Increase in Fellowship Certificate holders by 20% annually
Diversify and enhance the Association's sources of revenue and ensure financial sustainability.	Initiative 4: Increase the membership numbers in the Association.	To ensure long-term financial sustainability.	[PAO]'s future is secured with a growing paying membership base.	Staff, partners, government Financial resources	Increase in the number of all [PAO] members by 25% annually
	Initiative 5: Develop the financial resources through effective marketing of training programs, professional certifications, and consulting services.	To raise visibility and brand awareness of [PAO] to increase revenue from training.	Members and prospect members are aware of [PAO]'s learning offerings. Members choose [PAO] as their accountancy education provider.	Staff, partners, government Financial resources	Increase in revenue from courses by 20% annually.

ANNEX 6: CONTINUOUS STAKEHOLDER DIALOGUE EXAMPLE

Stakeholder Group	Engagement Method	Purpose of Feedback	Timing (Step)	Key Questions / Topics
Members	Focus group with 10 mid-career professionals	Test relevance of new CPD offerings	Step 4 – Strategic Initiatives	What CPD topics are most relevant to your current challenges? Would on-demand access make it easier to participate??
Employers	Roundtable with HR directors	Validate strategic initiative on graduate readiness	Step 3 – Strategic Objectives	Are newly certified professionals meeting employer expectations? What skill gaps are most concerning?
Students	Online survey sent to 500 candidates	Assess barriers to completing professional exams	Step 2 – Environmental Analysis	What are the top three obstacles you face in completing exams? What support would help you succeed?
Regulators	Interview with oversight board contact	Align KPIs with regulatory expectations	Step 5 – KPI Development	Are our proposed indicators relevant and transparent? What could improve alignment with oversight priorities?

Sample Questions to Use In Engagement

- What services from the PAO do you value most, and why?
- What topics should be prioritized in upcoming CPD offerings?
- How well is the PAO meeting your needs today?
- What are your biggest professional or institutional challenges?
- What support would help you succeed in your career?
- How clear and useful is PAO communication?
- What changes could we make to better serve your organization?

ANNEX 7: RESOURCE ALLOCATION EXAMPLE

Instructions:

Use this table to identify and allocate the people, funding, tools, and partnerships needed to implement your strategic initiatives.

Strategic Initiative	Human resources	Expense categories	Technology requirements	Overall timeline
Initiative 1: Enhance, digitise and streamline member relationship and management services, improve [PAO] website for easier navigation and information access.	- Board (approval of expenditure / review and approval of system specifications) 1 internal IT project sponsor (registration and CPD process review / system specification development / vendor procurement / implementation oversight) 1 internal I&D implementation lead (implementation of I&D policies / complaint processing / recruitment of committee members / oversight) 1 external technical expert (policy development) - IT system developer/integrator (system development / integration / pilot testing / live launch and supervision)	- Board (approval of expenditure / review and approval of system specifications) 1 internal IT project sponsor (registration and CPD process review / system specification development / vendor procurement / implementation oversight)	None	31/12/2026
Initiative 2: Review current product portfolio, reimagine member offerings and improve the quality of training programmes, offer professional certification programmes to meet the needs of accountancy professionals.	- Board (approval of new activities and expenditure) 1 internal learning support staff (review and development of learning products / development of member questionnaire and online survey / update of learning plan / recruitment of subject matter-experts/trainers) 1 external technical expert (development of course evaluation framework) 3-5 subject matter experts/trainers (delivery of new training courses / development of guidance for members)	- Board and staff salaries (in line with budget) - External consultant fee – GBP 10,000 – 15,000 - External subject matter-expert/trainer fee – GBP 2,000 – 4,000 per person/day - Online training platform (cost will depend on whether platform is of-the-shelf or developed new) - Offline training costs (venue, equipment hire) – GBP 10,000 – 20,000 per event	Online survey platform (e.g. Survey Monkey/ Google Forms/MS Forms) Online training platform (e.g. Moodle, Zoom, Webex, On24)	31/12/2027
Initiative 3: Enhance the professional capabilities and skills and promote professionalism among members at various levels.	- Board (review and approval of activities and expenditure / consideration of AT qualification feasibility / negotiation with XYZ / engagement with MoEd) 1 internal partner engagement staff (development of engagement plans / engagement with audit firms, university partners, employers / promotion activities / workshop planning and moderation) 1 internal learning support staff (development of university pathway / annual IES self-assessment / promotion activities)	- Board and staff salaries (in line with budget) - Round table costs (venue hire, catering) – GBP 15,000 – 20,000 per round table	Step 2 – Environmental Analysis	31/12/2027



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PROFESSIONAL ACCOUNTANCY ORGANIZATION (PAO) STRATEGY PLANNING TOOLKIT

Continuous Learning and Improvement Edition, 2025

PART 2: Implementation Plan

PART 2 ADDITIONS

Practical Examples

Simplified & Streamlined

An end-to-end guide to strategic transformation

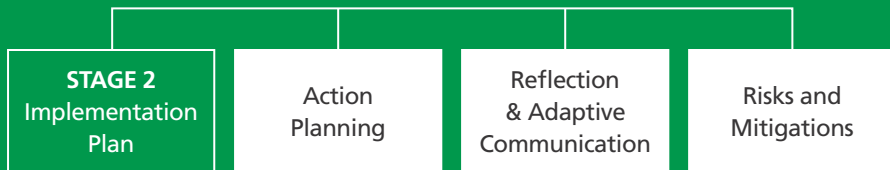
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IMPLEMENTATION PLAN



STAGE 2



STEP 8: ACTION PLANNING

From Strategy to Execution

A strategy only succeeds if it is implemented. This step helps you translate your strategic initiatives into clear workplans with defined tasks, responsibilities, and deadlines. It ensures everyone knows what needs to happen, by when, and how progress will be measured.

Value Proposition Prompt

Are we prioritizing actions that will visibly and measurably deliver on the value we've promised?

Tips for Turning Plans into Action

- 1. Break down initiatives into manageable tasks. Be specific.
- 2. Assign clear ownership so accountability is shared across the team.
- 3. Set realistic deadlines and align them with other priorities and resources.
- 4. Track deliverables and milestones. Celebrate progress and course-correct as needed.
- 5. Use action plans as living tools. Update them regularly based on progress and feedback.

Tasks	Milestones	Deliverables	Timeframe	Responsibility	References
What specific action will be taken to implement your initiative?	What major progress points will show that you're moving forward?	What tangible output will be produced from this task?	By when should this be completed?	Who is accountable for getting this done?	What documents, data, or benchmarks are used to support or inform this task?

SEE ANNEX 8.1 – STRATEGY ACTION PLAN EXAMPLE

SEE ANNEX 8.2 – GANTT CHART EXAMPLE

STEP 9: ENGAGEMENT, REFLECTION & ADAPTIVE COMMUNICATION

Keep It Alive. Communicate. Learn. Adjust.

Strategy is an ongoing conversation. This step helps you continuously engage stakeholders, reflect on progress, and adapt your messaging and actions based on what you are learning. It ensures that your strategy remains relevant, visible, and trusted.

Value Proposition Prompt

Are we communicating our impact clearly and adapting our strategy based on what our stakeholders need and expect?

Tips for Keeping Strategy Dynamic

- 1. Engage stakeholders regularly. Update them on progress, invite feedback, and celebrate wins.
- 2. Create simple communication tools using dashboards, infographics, or scorecards to share updates.
- 3. Hold regular reflection moments at board meetings, team check-ins, or mid-year reviews.
- 4. Adjust based on evidence. If something is not working, change it. Strategy should serve your mission, not the other way around.
- 5. Document insights and lessons where you use them to refine future planning cycles.

Stakeholder Group	Stakeholder Involvement	Message	Channel	Owner	Timing
Who are you trying to reach?	What role does this group play in your strategy? Are they decision-makers, implementers, or recipients of services?	What do they need to know? Why are you reaching out What are the key messages or updates?	What is the most effective way to communicate with this group?	Who is responsible for ensuring this communication happens?	How often will you communicate with this group?

SEE ANNEX 9 – STAKEHOLDER COMMUNICATIONS PLAN EXAMPLE

STEP 10: RISKS AND MITIGATIONS

Plan for Uncertainty. Strengthen Resilience.

Every strategy faces uncertainty. This step helps your PAO identify key risks that could derail implementation and design practical steps to mitigate them. A proactive approach to risk strengthens resilience, improves decision-making, and builds confidence among your stakeholders.

Value Proposition Prompt

Are we protecting the capacity of our PAO to consistently deliver value even in the face of disruption?

Tips for Managing Risk Strategically

1.

Identify risks early. Look across people, systems, funding, governance, and the external environment.
2.

Assess impact and likelihood. Prioritize risks that are both probable and potentially disruptive.
3.

Assign ownership. Make sure someone is responsible for monitoring each major risk.
4.

Design mitigation actions. Plan what you'll do to reduce, transfer, or respond to each risk.
5.

Revisit regularly. Risk is dynamic. Update your register at least once a year, or when circumstances change.

Strategic Initiative	Risk description	Likelihood	Impact	Mitigation
Which initiative does this risk relate to? Link directly to your implementation plan.	What could go wrong? Think of resource gaps, external disruptions, or dependency issues.	How likely is this risk to occur? (Low / Medium / High)	If this risk occurs, how big would the impact be? (Low / Medium / High)	What will we do to prevent or respond to this risk?

SEE ANNEX 10 – EXAMPLE OF RISKS AND MITIGATION

CONCLUDING THE IMPLEMENTATION PLAN

Execution is a Journey.

You translated your strategic vision into an actionable roadmap. This implementation plan gives your PAO the structure to move forward with purpose, accountability, and adaptability.

What You have Built

- A prioritized action plan linked to strategic goals
- Clear roles and timelines to drive execution
- A communication plan to keep stakeholders informed and engaged
- Simple indicators and dashboards to monitor progress
- A cadence for review, reflection, and adjustment

What Happens Next

- Share the plan with your board, staff, and key partners
- Communicate early wins to build momentum and trust
- Set a review rhythm (e.g., quarterly check-ins) to monitor progress
- Adapt as needed. Use data and stakeholder input to stay relevant and responsive

Final Reflection

Remember that implementation is not the end of the process. It is where strategy meets reality and evolves with your PAO.

ANNEX



ANNEX 8.1: STRATEGY ACTION PLAN EXAMPLE

Strategic Initiative 1 Example: Increase the membership numbers in the Association.

Overall timeframe Example: 31 December 2026

Tasks	Milestones	Deliverables	Timeframe	Responsibility	References
Develop and adopt continuous professional education programs.	N/A	List of CPD programs	31/12/2023	Training Dept.	CPD course catalogue
Develop a questionnaire and conduct market research of what accountancy professionals in the [Jurisdiction] need and their expectations from a PAO.	Define research methodology / Conduct research / Analyze feedback	List of topics to be included into courses	30/09/2024	DB, PR and Marketing Dept.	IFAC Action Plan
Develop a plan to increase the membership numbers in the Association.	Analyze member composition and trends / identify targets / define actions / develop financial model	Membership growth plan	31/12/2024	Board Membership Dept.	Membership statistics and trends
Adopt electronic membership registration to improve registration experience and enhance member experience and improve member data quality.	Remember that implementation is not the end of the process. It is where strategy meets reality and evolves with your PAO.	E-registration system launched	31/12/2024	Board Membership Dept.	Benchmark with other PAOs
Establish a mechanism to assess the satisfaction rate of members with the association's programs and services.	Develop member survey / define survey process / launch / collect feedback / prepare action plan	Member satisfaction survey report	31/12/2024	Membership Dept	Benchmark with other PAOs
Attract the best qualified training staff with high competence and capabilities to execute training and professional programs.	Define ToR / Launch recruitment / Hire trainers	Pool of expert trainers	31/12/2025	Training Dept.	Member and partner network

ANNEX 8.2: GANTT CHART EXAMPLE

Strategic Initiative 1 time plan.

Tasks	06/24	12/24	06/25	12/25	06/26	12/26	06/27	12/27
Remember that implementation is not the end of the process. It is where strategy meets reality and evolves with your PAO.								
Develop a questionnaire and conduct market research of what accountancy professionals in the [Jurisdiction] need and their expectations from a PAO.								
Adopt electronic membership registration to improve registration experience and enhance member experience and improve member data quality.								
Attract the best qualified training staff with high competence and capabilities to execute training and professional programs.								
Establish a mechanism to assess the satisfaction rate of members with the association's programs and services.								
Attract the best qualified training staff with high competence and capabilities to execute training and professional programs.								

ANNEX 9: STAKEHOLDER COMMUNICATIONS PLAN EXAMPLE

Stakeholder group	Stakeholder involvement	Message	Channel	Owner	Timing
Ministry of Economy	Regulation and oversight of the audit profession and hence [PAO] members who are auditors.	Purpose: to obtain buy-in and report on progress. Message 1: Overview of the strategy and its main elements, description of the key initiatives and request for support and endorsement in strategy implementation. Message 2: Periodic progress reporting on the status of those initiatives that are directly relevant to the MoE such as Fellowship Certificate.	Face-to-face meetings	Board	Quarterly
Members	Main recipients of [PAO] services.	Purpose: To inform and report on progress. Message 1: Overview of the strategy and its main elements and request for feedback. Message 2: Periodic and annual progress reporting on initiatives that relate directly to the members such as launch of new courses or certificates, events and achievements of [PAO] since the last update.	Email communication	Staff	At least annually
Staff	Implementation of the [PAO] strategy and initiatives at all operational levels, execution of specific tasks.	Purpose: To inform and obtain buy-in. Message 1: Overview of the strategy and its main elements and request for feedback. Message 2: Annual report on status of strategy implementation and discuss of lessons learnt.	Face-to-face meeting	Board	Quarterly

ANNEX 10: RISKS AND MITIGATIONS EXAMPLE

Strategic Initiative	Risk description	Likelihood	Impact	Mitigation
Initiative 1: Enhance, digitize and streamline member relationship and management services, improve [PAO] website for easier navigation and information access.	Insufficient financial and human resources to implement the initiative tasks such as digitization of registration, CPD processes and operationalization of I&D procedures.	Medium	High	Develop a comprehensive financial plan for the initiative to ensure that sufficient resources are allocated and built into the budget. Engage with partners or government who are able to support the initiative through funding or volunteer expertise.
Initiative 2: Review current product portfolio, reimagine member offerings and improve the quality of training programs, offer professional certification programs to meet the needs of accountancy professionals.	Inability to engage members and/or partners to deliver any new initiatives leading to additional resources needed.	Medium	High	Start building rapport with potential PAO partners and members who are experts early on. Promote public value of supporting [PAO] initiatives amongst members.
Initiative 3: Enhance the professional capabilities and skills and promote professionalism among members at various levels.	JES with [PAO] and/or Fellowship Certificate programs are discontinued.	Low	High	A new JES agreement has been signed on 26 May 2024 to continue [PAO] programme for another 3 years. Continue to collaborate with [PAO] and ensure mutually beneficial relationship. Promote the benefits of Fellowship Certificate with the MoE to obtain buy-in for further improvements of the qualification. Perform feasibility analysis of an AT qualification for [Jurisdiction]
Initiative 4: Increase the membership numbers in the Association.	Lower member number growth than is expected and financially sustainable	Medium	High	Advocate with the MoE for greater support in promoting the Fellowship Certificate in the professional community. Lobby the MoE to extend the CPD requirements for the Fellowship Certificate to increase the number of hours to be taken with [PAO]. Proactively promote [PAO] qualifications and courses using a variety of channels.
Initiative 5: Develop the financial resources through effective marketing of training programs, professional certifications, and consulting services.	Ineffective marketing strategy leading to sub-optimal outcomes.	Medium	Medium	Conduct a comprehensive market research study to identify the needs of prospect members. Engage professional marketing experts, leverage partner relationships and support of other PAOs to develop a strong marketing strategy using the inputs from market research and contiguously monitor the performance and adjust when needed.
Initiative 6: Establish effective partnerships with the public and private sectors in the field of professional practice and create channels and mechanisms to gain local and global experience.	Lack of capacity to engage with such a wide variety of stakeholders. Low receptiveness of the regulator.	Low	Medium	Prioritize the stakeholders that will have the greatest impact on [PAO] strategy and engage with them initially. Develop a strong case for specific initiatives such as QA and I&D mechanism implementation which is aligned to [Jurisdiction] Vision and national agenda to attract interest and garner support from partners and regulator. Leverage the member community and partners to support implementation of the initiatives and advocate on [PAO]'s behalf.



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PROFESSIONAL ACCOUNTANCY ORGANIZATION (PAO) STRATEGY PLANNING TOOLKIT

Continuous Learning and Improvement Edition, 2025

PART 3: Monitoring & Reporting

PART 3 ADDITIONS

Practical Examples

Simplified & Streamlined

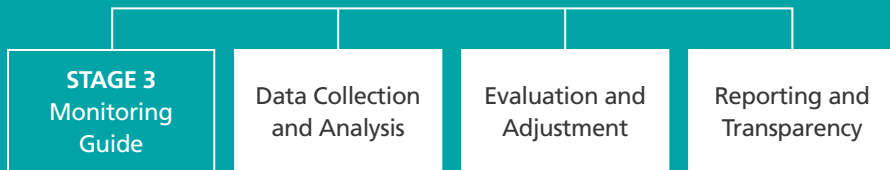
An end-to-end guide to strategic transformation

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MONITORING GUIDE

STAGE 3



STEP 11: DATA COLLECTION AND ANALYSIS

Track What Matters. Learn as You Go.

Good strategy requires good information. This step helps your PAO collect, analyze, and interpret data that shows whether your strategy is working and where you may need to adapt. It turns progress tracking into insights that drive smarter decisions.

Value Proposition Prompt

Are we using data to demonstrate the impact of our strategy and inform better decisions?

Tips for Effective Data Collection

1.

Start with your KPIs. Only collect what aligns with your strategic goals.
2.

Use simple tools. Dashboards, scorecards, and shared trackers can go a long way.
3.

Build a feedback loop. Use the data to reflect and refine your plan.
4.

Make it routine. Set regular intervals (e.g., quarterly or bi-annually) to review and act on data.
5.

Tell a story. Turn your data into meaningful insights that stakeholders can understand and support.

Area	Prompting Questions
What to Measure	What KPIs or milestones show progress on this initiative?
Data Source	Where will this data come from? (e.g., surveys, dashboards, reports)
Collection Frequency	How often will data be collected? (e.g., monthly, quarterly)
Responsible Person/Team	Who is accountable for collecting and reviewing this data?
Format	How will data be visualized or stored? (e.g., spreadsheet, dashboard)

STEP 12: EVALUATION & ADJUSTMENT

Learn. Evolve. Stay Relevant.

This step helps your PAO pause, reflect, and adjust based on what is working, what is not, and what has changed. Regular evaluation keeps your strategy responsive and ensures long-term impact.

Value Proposition Prompt

Are we delivering on what we promised and making the changes needed to stay aligned with stakeholder needs?

Tips for Meaningful Evaluation

1.

Review progress against KPIs and milestones. What goals have been achieved?
2.

Gather feedback from stakeholders, staff, and governance bodies.
3.

Ask the right questions. What should we continue, stop, or improve?
4.

Document lessons learned and use them to strengthen future planning cycles.
5.

Update the plan. Adjust initiatives, timelines, or goals based on your findings.

Area	Prompting Questions
Planned vs. Actual	What was the expected result, and what actually happened?
Variance Analysis	If there was a gap, why did it occur?
Mitigation Action	What can be done to address issues or risks going forward?
Lessons Learned	What insight can we carry into the next quarter/year/plan?
Communication	Who needs to know what we've learned, and how will we share it?

STEP 13: REPORTING AND TRANSPARENCY

Tell the Story. Build Trust. Inspire Action.

Sharing your progress is about reporting, reinforcing trust, showcasing value, and inspiring continued support. This step helps your PAO communicate strategy results in a way that resonates with members, regulators, partners, and the public.

Value Proposition Prompt

Are we clearly demonstrating how our work is delivering real, measurable value to the public and the profession?

Tips for Meaningful Evaluation

- 1. Tailor your message. Speak to what each stakeholder group cares about most.
- 2. Highlight outcomes. Go beyond activities to share what changed and why it matters.
- 3. Use visuals such as charts, dashboards, and infographics make your story clear and memorable.
- 4. Celebrate wins. Recognize progress and those who helped make it happen.
- 5. Keep it consistent. Embed strategic updates into your regular communications (newsletters, board reports, social media).

Reporting Element	Prompting Questions
Objective Summary	What was the goal of this initiative or activity?
Key Results	What progress or success was achieved? Any tangible outcomes or outputs?
Challenges Faced	What obstacles were encountered? How were they managed or mitigated?
Lessons Learned	What worked well? What would we do differently next time?
Stakeholder Feedback	What feedback did we receive from members, partners, or others?
Impact Assessment	How did the initiative contribute to the value proposition or strategic goals?
Next Steps / Recommendations	What do we recommend going forward based on what we have learned?
Communication Channels	Where and how will we share this (e.g., newsletter, report, website, social media)?

CONCLUDING THE MONITORING GUIDE

From Progress to Insight. From Insight to Action.

Monitoring is the engine that powers learning, accountability, and continuous improvement.

By tracking results and reflecting on feedback, your PAO can stay aligned with its goals, adapt to changing realities, and demonstrate lasting value to stakeholders.

What You have Built

- A rhythm for regular review and reflection
- Clear indicators and tools to measure progress
- A process for capturing lessons learned
- A culture of responsiveness and transparency

What Happens Next

- Use evaluation insights to inform decisions and strategic refresh
- Share results with members, partners, and the public
- Adapt plans based on what is working and what is not
- Publish an annual progress update to reinforce trust and accountability

Final Reflection

The best strategies evolve. Let your monitoring process turn information into action and action into lasting impact.

ANNEX



ANNEX 11: DATA COLLECTION AND ANALYSIS EXAMPLE

Data collection sources	Data points	Target	Strategic Initiative
• Bi-annual member survey on service quality • Website analytics (e.g. hits / search statistics / site visibility) • Data entered into CRM database as part of member registration • CPD submissions, system reminders, • Complaints filed and cases processed	• Member feedback • Website • Member data • CPD compliance data • I&D cases	Satisfaction score of 85%	Initiative 1: Enhance, digitize and streamline member relationship and management services, improve [PAO] website for easier navigation and information access.
• Course registration records • Course post-completion feedback forms • CPD/Course calendar • IES self-assessment	• Course registrations • Course completion rates • Specific course feedback • New courses launched • IES alignment of courses/programs	Increase course uptake (number of participants) by 15% annually	Initiative 2: Review current product portfolio, reimagine member offerings and improve the quality of training programs, offer professional certification programs to meet the needs of accountancy professionals.
• Bi-annual member survey on course quality • Resource library and new guidance added • Member newsletters and information emails	• Member feedback • Support guidance issued • ED consultations shared with members	Satisfaction score of 85%	
• Member registration records • Fellowship exam results • Board minutes • Minutes of meeting with regulator, government agencies, universities • Documented feasibility study outcomes • Engagement plans • IES self-assessment	• Number of registrations for Fellowship • Number of completed exams and certificates issued • Board meetings • Partner meetings • Feasibility study for AT qualification • University/employer engagements • IES alignment	Increase in Fellowship Certificate holders by 20% annually	Initiative 3: Enhance the professional capabilities and skills and promote professionalism among members at various levels.
• Registration data • Market research report • Membership growth plan • Member satisfaction survey • Post-course surveys	• New member registrations • Stakeholder feedback • Member feedback • Course and trainer feedback	Increase in the number of all [PAO] members by 25% annually	Initiative 4: Increase the membership numbers in the Association.
• Member survey • Competitor benchmark study • Executive plan • Marketing plan • Digital marketing data • CPD calendar • New experts onboarded/hiring data	• Member feedback • Course pricing • Responses to marketing campaign • New courses launched • Expert engagement	Increase in revenue from courses by 20% annually.	Initiative 5: Develop the financial resources through effective marketing of training programs, professional certifications, and consulting services.
• Engagement plans • Meeting minutes • MoU archive • Legal and regulatory documents	• Member events held • Joint activities with partners held • Meetings held • MoUs signed with partners • Changes to legal framework • Standard adoption	At least 2 member engagements per year	Initiative 6: Establish effective partnerships with the public and private sectors in the field of professional practice and create channels and mechanisms to gain local and global experience.

ANNEX 12: STRATEGY PERFORMANCE EVALUATION EXAMPLE

Tasks	Data points	Actual outcome	Root cause of variance	Remediation actions	Lessons learned
Initiative 1: Increase the membership numbers in the Association.					
Develop and adopt continuous professional education programs.(***)	CPD programs launched				
Develop a questionnaire and conduct market research of what accountancy professionals in the [Jurisdiction] need and their expectations from a PAO.	Market research completed				
Develop a plan to increase the membership numbers in the Association.	Membership growth plan developed				
Adopt electronic membership registration to improve registration experience and enhance member experience and improve member data quality.	E-registration system launched				
Establish a mechanism to assess the satisfaction rate of members with the association's programs and services.	Member satisfaction survey conducted				
Attract the best qualified training staff with high competence and capabilities to execute training and professional programs.	Pool of expert trainers hired				
Increase in the number of all [PAO] members	25%				
Initiative 2: Develop the financial resources through effective marketing of training programs, professional certifications, and consulting services.					
Develop a questionnaire and conduct an online survey of members to identify CPD and course topics that are most relevant and delivery formats that are most convenient. Reimagine the training plan based on feedback.	Online survey conducted and training plan updated based on feedback				
Conduct an analytical study of the costs and prices of training programs and professional certifications by competitors as an input into a pricing strategy to achieve competitive prices and lower costs.	Benchmark study and pricing strategy prepared				
Develop an executive plan to increase and diversify financial resources by relying on proactive marketing training programs, professional certifications, and memberships.	Executive plan developed				
Develop a marketing and communication plan to explain and convey the goals, activities, and programs of the Association.	Marketing and communications plan developed				
Engage members, volunteer experts and partner with other PAOs to develop the content for innovative value-adding training programs that align with advancements in the profession and current topics (ISQM, IFRS S1, S2, ESG, IPSAS, ethics, etc.).	Course content developed and included in training plane				
Proactively promote the Certificates on International Auditing, International Reporting and [Jurisdiction] tax and law as part of the Fellowship Certificate Programme, Certificates and Diplomas on IPSAS and professional CPD courses	Promotion campaign launched				
Increase in revenue from courses	20%				

ANNEX 12: STRATEGY PERFORMANCE EVALUATION EXAMPLE (cont'd)

Tasks	Data points	Actual outcome	Root cause of variance	Remediation actions	Lessons learned
Initiative 3: Establish effective partnerships with the public and private sectors in the field of professional practice and create channels and mechanisms to gain local and global experience.					
Form joint committees between the Association and relevant public entities to provide professional services, consultations, and training programs.	MoU signed Committees formed				
Formalize the Association's relationship with local, regional, and international bodies related to the profession to enhance the exchange of experiences and studies.	MoU signed Work plan developed and implemented				
Establish collaborative partnerships with entities interested in the development of the profession and its working mechanisms.	MoU signed Work plan developed and implemented				
Strengthen collaboration with academic institutions and professional institutes to develop professional work and academic research to address challenges and innovate solutions.	MoU signed Work plan developed and implemented				
Enhance the connection between the professional sector and sovereign entities (legislative and regulatory) to convey challenges and proposals from professionals to decision-makers.	Meetings held Proposed changes introduced in law				
Leverage the partnership with the MoE to advocate for the improvement and unification of the audit quality assurance system in the [Jurisdiction] and share [PAO] expertise, provide training and advice.	Meetings held Proposed changes introduced in law				
Leverage the partnership with the MoE to advocate for the enhancement of the investigation and discipline system in the [Jurisdiction] and share the [PAO] experience.	Meetings held Proposed changes introduced in law				
Leverage the partnership with the MoE to advocate for the enhancement of the Fellowship Certificate programme.	Minutes of meetings Proposed changes introduced to programme				
Member engagements per year.	2				
Partner engagements per year.	2				

ANNEX 13: CONTENTS OF AN ANNUAL REPORT EXAMPLE

An annual report allows the PAO to communicate its performance during the year to its stakeholders. It supports transparency and accountability before stakeholders and provides them with an understanding of the initiatives and actions taken by the PAO over the course of the year and how well the PAO performed against its goals and targets. An annual report can include the following sections.

I. Introduction & Context

Section Title	Description	Suggested Source / Contributor
About the PAO	Background, mandate, services, and key stats (e.g., geography, members).	PAO Secretariat, Membership Records
About the Report	Purpose, scope, and structure of the report.	Communications/Strategy Team
Message from Leadership	Reflections from Board/CEO, key themes and forward-looking remarks.	Board Chair or CEO

II. Performance Highlights & Strategic Direction

Section Title	Description	Suggested Source / Contributor
Key Highlights	Top achievements and performance snapshots, including KPIs.	Monitoring Dashboard, KPI Reports
Strategic Priorities	Progress on key goals and initiatives.	Strategic Plan, Implementation Matrix
Operating Environment	SWOT, risk analysis, and external factors.	Risk Register, Strategic Analysis
Stakeholder Engagement	Key outreach efforts, alignment with value proposition.	Stakeholder Map, Engagement Logs

III. Transparency & Accountability

Section Title	Description	Suggested Source / Contributor
Strategic Performance	Monitoring and evaluation results, with lessons learned and adjustments.	M&E Reports, Action Plans
Financial Performance	Financial summary, resource use, and audited statements.	Finance Team, Auditors



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