



## 2026 Annual Business Plan

The 2026 Annual Business Plan, developed in close alignment with IFAC's 2026-2030 Strategic Plan, charts a clear and intentional path for the organization's priorities and allocation of resources. Building on the refined Member Value Proposition (MVP) developed in late 2024, IFAC identified rational and emotional benefits to guide member offerings and experiences.

Central to delivering targeted, member-centric value is our "Voice of the Member" (VoM) program. VoM is an "always on" feedback loop for gathering member perspectives and opinions. VoM does not operate solely on an annual basis; rather, it actively collects input throughout the year, via surveys and conversations, to inform and shape the prioritization and ongoing deployment of resources. By regularly assessing member needs and responses, IFAC can ensure that its offerings, experiences, and the MVP remain relevant, impactful, and responsive to evolving priorities of the profession.

The anticipated financial contributions from Member Organizations and the Forum of Firms (FoF) remain consistent for 2026, supporting organizational stability as IFAC pursues its strategic objectives. A prudent approach to diversified funding continues, built on established grants and intellectual property initiatives, and sets the stage for further development in future years.

In harmony with the 2026-2030 Strategic Plan, the 2026 Annual Business Plan focuses on investing in high-value programs and strategically allocating resources. IFAC leverages global human capital to deliver meaningful member experiences, proactively respond to changing needs, and achieve the ambitious outcomes outlined for the years ahead. The strategic programs for 2026 are directly linked to the rational and emotional benefits identified through IFAC's transformation work. These programs encompass a range of initiatives, such as advocacy efforts, knowledge sharing platforms, leadership development, and standard-setting support, all designed to address both the practical and aspirational needs of members.

The Offerings and Experiences (O&Es) that stem from these programs include targeted training sessions, global forums, resource toolkits, peer networking opportunities, and direct support services. Each O&E is carefully designed to align with the rational benefits members seek—such as access to expertise, influence in the global profession, and enhanced organizational capacity—as well as the emotional benefits they wish to feel, such as a sense of belonging, recognition, and trust in IFAC's leadership.

The stakeholder perceived value of these programs and O&Es is continually assessed through the VOM program, ensuring that IFAC's initiatives remain relevant and impactful. By linking the deployment of resources to the value attributed by members, IFAC prioritizes offerings that deliver tangible improvements and positive experiences, reinforcing its commitment to member-centric growth and adaptability.

### Mapping MVP to Benefits – Emotional and Rational

At its core, the IFAC MVP represents a commitment by IFAC to deliver a set of rational and emotional benefits to our members. As part of the insights from our transformation work in early 2025, rational benefits, or benefits that members want to receive, and emotional benefits, or benefits that our members want to feel were identified. Understanding these benefits and the varying value associated with each help prioritize how we deploy resources against our planned O&Es through the consideration of five strategic programs and underlying activities and the perceived value of each to our members. It is important to note that identification of the perceived value is dynamic.



## Resource Allocation (Amounts in US\$ '000s)

As mentioned previously, the insights obtained during the first half of 2025 allow us to attribute value to each of the strategic programs and related activities. This attribution provides member driven guidance regarding the deployment of financial resources. In the following table, we have indicated a brief description of each of the strategic programs, their underlying activities, and have provided some of the O&Es we expect to undertake.

For 2026, based on the insights obtained to date, we anticipate deploying further resources to areas highlighted in green. The transformation in 2025 has been planned to allow for additional deployment of human capital resources globally in order to achieve these additional O&Es, while a shift away from other O&Es is considered.

**Standards Implementation Support.** Tools and resources to support adoption and implementation of global standards.

Activity and Perceived Value	Illustrative Offerings and Experiences (O&Es)	2025 Forecasted Spend	2026 Budgeted Allocation
Standards Development and Engagement  <i>Perceived Value: High</i>	Through a service level agreement between the Public Interest Oversight Board and IFAC, provide operational support to the International Foundation for Ethics and Audit (IFEA) for its standard-setting boards, the International Auditing and Assurance Standards Board (IAASB) and International Ethics Standards Board for Accountants (IESBA).  Provide operational support to the International Public Sector Accounting Standards Board (IPSASB).  Advance accountancy education through the maintenance and promotion of the International Education Standards (IES).	\$28,156	63%
Standards Adoption and Implementation Tools & Templates  <i>Perceived Value: Moderate</i>	Recognition and development of Professional Accountancy Organizations (PAOs) through the Statements of Membership Obligations (SMOs), the adoption of international standards and best practices, and targeted PAO development initiatives. Including: <ul style="list-style-type: none"><li>- Adoption Tracking and Identification of Challenges to Adoption</li><li>- Provision of implementation guidance and engagement</li><li>- Support for licensing, reproduction, and translations.</li></ul>	\$779	1%



**Capacity Building.** PAO support to strengthen internal capabilities to deliver on their mandate and grow their impact.

Activity	Illustrative Offerings and Experiences (O&Es)	2025 Forecasted Spend	2026 Budgeted Allocation
Funding Distribution  <i>Perceived Value: Moderate</i>	Enhance the relevance, credibility and resiliency of PAOs through supporting PAO-focused capacity building work, including direct development projects and broader educational and awareness programming aimed at PAOs. For 2026, this includes the grant from Global Fund to support work in jurisdictions in Africa.	\$689	<1% <sup>1</sup>
Tools & Frameworks  <i>Perceived Value: Moderate</i>	Development of Non-authoritative Education Guidance  Further the profession's role in trust in tax and constructive engagement on tax practice issues.	\$173	5%
Groups & Forums  <i>Perceived Value: Moderate</i>	Strengthen IFAC's relationships with donors and other development-related bodies to ensure that development of the accountancy profession is a priority and supported by donor-funded capacity building activities.  Engage the PAO Development Advisory Group to provide insights and support for developing PAOs.  Convening Anti-Money Laundering Community of Practice for meaningful knowledge sharing and learning on emerging issues.	\$1,341	<1% <sup>1</sup>

<sup>1</sup> This reflects the use of IFAC resources to deploy grants and other donor funds to stakeholders in the profession. This does not include the donor funds received to be redeployed.



**Engagement & Advocacy.** Voice of the global profession, helping members advocate on profession issues and standards

Activity	Illustrative Offerings and Experiences (O&Es)	2025 Forecasted Spend	2026 Budgeted Allocation
<p>Standards Advocacy</p> <p><i>Perceived Value: High</i></p>	<p>Collaboration with regulators to communicate the public interest role that PAOs and their members play by supporting the adoption of international standards and best practices. This includes:</p> <ul style="list-style-type: none"> <li>• Establishing the Better Together Team</li> <li>• Advocating for consultation of Standard Setting Due Process</li> <li>• Collaboration and engagement regarding the outcomes of the International Ethics Standards for Sustainability Assurance (IESSA) Summit</li> <li>• Expansion of International Standards Community of Practice</li> </ul> <p>Enhance collaboration with Forum of Firms on key actions to:</p> <ul style="list-style-type: none"> <li>• Support audit and assurance quality</li> <li>• Address policy and regulatory matters</li> <li>• Focus on other issues of importance to the profession on a global and regional basis.</li> </ul> <p>Monitor and provide input to governance and audit and supervisory/regulatory processes from a policy and advocacy perspective.</p>	\$704	3%
<p>Relationships with Stakeholders in the Profession</p> <p><i>Perceived Value: High</i></p>	<p>Establish Global Investor Group to facilitate knowledge sharing and conversation regarding the investor and public perception of what an accountant does and the role in the capital markets.</p> <p>With respect to independent international standard setters, support the development of high-quality standards by providing input that is representative of all segments of the accountancy profession, including contributing to independent international standards consultations.</p> <p>Promote the role of professional accountants in strengthening public financial management to enable public sector outcomes and</p>	\$1,056	4%



Activity	Illustrative Offerings and Experiences (O&Es)	2025 Forecasted Spend	2026 Budgeted Allocation
	highlight the need for professionalization in public sector finance.		
Topical and Special Interest Group Advocacy  <i>Perceived Value: High</i>	Develop and execute a proactive program of engagement activities and events with member organizations, network partners and other key stakeholders to drive the member experience, align IFAC and PAO priorities, and enhance advocacy at a global and regional level.  Ensure that subsets of profession (SMP, Public Sector) are represented in standard-setting initiatives and other critical forums.	\$1,000	3%



**Convening Platforms.** Opportunities to connect with the global profession to share, learn, and grow

Activity	Illustrative Offerings and Experiences (O&Es)	2025 Forecasted Spend	2026 Budgeted Allocation
Member Forums <i>Perceived Value: Very High</i>	Provide platforms for members to exchange knowledge and share best practices on a global basis. Such platforms include: <ul style="list-style-type: none"> <li>- The Chief Executives' Forum</li> <li>- 2026 World Congress of Accountants (WCOA)</li> <li>- IFAC Communities of Practice</li> </ul>	\$1,134	4%
Regional Convening <i>Perceived Value: High</i>	Provide platforms through the Connect Series for PAOs and network partners and other key stakeholders to exchange knowledge and share best practices on a regional basis.	\$1,110	4%
External Partnerships <i>Perceived Value: High</i>	Strengthen strategic relationships with key global policymakers through "Strategic Impact Relationship" Engagements. This includes: <ul style="list-style-type: none"> <li>- Affiliate Membership in International Organization of Securities Commissions (IOSCO)</li> <li>- B20 Engagements</li> </ul>	\$864	3%



**Shaping Future Profession.** Activities that support a healthy profession around the world and ensure a sustainable workforce

Activity	Illustrative Offerings and Experiences (O&Es)	2025 Forecasted Spend	2026 Budgeted Allocation
<p>Thought Leadership &amp; Tools</p> <p><i>Perceived Value: Very High</i></p>	<p>Deliver or amplify global research such as the <i>State of Play</i> series, <i>State of the Profession Series</i> and policy and advocacy that supports the provision of high-quality audit and assurance services by professional accountants including emerging areas such as sustainability assurance and related ethical matters.</p> <p>Supporting PAOs in their efforts to attract, develop, and retain talent including promoting multiple qualification pathways, and encouraging growth in the profession through broader PAO membership (e.g., professional accountants in business and the public sector, accounting technicians).</p>	\$2,360	6%
<p>Groups &amp; Forums</p> <p><i>Perceived Value: Moderate</i></p>	<p>Advocate for SMPs and the importance of proportionate standards, and advance initiatives to support practice transformation, including through leveraging technology, talent management and building advisory services.</p> <p>Continue to build on the success of the Young Leaders Collective in providing insights to IFAC, the IFAC Board and relevant advisory groups.</p>	\$225	4%
<p>Education Guidance</p> <p><i>Perceived Value: High</i></p>	<p>Advance accountancy education by:</p> <ul style="list-style-type: none"> <li>- convening events for meaningful knowledge sharing and learning on emerging accountancy education issues</li> <li>- development of non-authoritative guidance as relevant.</li> </ul>	\$396	1%