

January 15, 2014

Nominating Committee

Call for Nominations for the IFAC Board and Committees in 2015





This document is issued by the Nominating Committee.

The Nominating Committee makes recommendations to the IFAC Board, IFAC Council, and Public Interest Oversight Board (PIOB), as appropriate, regarding the composition of the IFAC Board and committees.

The Nominating Committee is guided in its work by the principle of selecting the best person for the position. In so doing, it endeavors to balance the nominee's abilities and professional qualifications with the representational needs of the board and committees. The Nominating Committee also seeks a broad regional and professional representation as well as representations from countries with different levels of economic development.

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Introduction

Purpose of the Call

The *Call for Nominations for the IFAC Board and Committees in 2015* is issued to IFAC Members to:

- offer strategic guidance in selecting optimal nominees;
- provide information on the relevant membership qualifications;
- encourage a clear understanding of the Nominating Committee's selection process, including the objective of achieving an appropriate balance in the composition of the IFAC Board and each committee; and
- outline the performance expectations for volunteers.

The Call sets out the upcoming opportunities for membership in 2015 on the IFAC Board and the following committees:

- Compliance Advisory Panel (CAP)*
- Professional Accountancy Organization (PAO) Development Committee
- Professional Accountants in Business (PAIB) Committee
- Small and Medium Practices (SMP) Committee
- Nominating Committee (NC)**

*The Public Interest Oversight Board (PIOB) has oversight authority over the CAP. The PIOB a global independent body that seeks to improve the quality and public interest focus of the international standards formulated by the independent Standard-Setting Boards (SSBs) in the areas of audit and assurance, ethics, and education. Through its oversight activities, the PIOB works to bring greater transparency and integrity to the audit profession, thereby contributing to the enhanced quality of international financial reporting.

**The PIOB has oversight authority over the NC's activities related to the Public Interest Activity Committees (PIACs).¹ The PIOB also approves the non-ex-officio members of the NC, as well as the NC Terms of Reference.

For purposes of this document, the IFAC Board, CAP, and committees are collectively referred to as "the board and committees."

Volunteers

Volunteers are central to the effective functioning of IFAC. The board and committees depend on the efforts of dedicated volunteers, and are indebted to them for both their time and their commitment to the accountancy profession. Volunteers contribute mainly through active participation in meetings, task forces, and other working groups. Appointment as a board/committee chair or member is a significant responsibility, which entails the following:

- Acting in the public interest.

¹ PIACs comprise International Auditing and Assurance Standards Board (IAASB), International Accounting Education Standards Board (IAESB), International Ethics Standards Board for Accountants (IESBA), and Compliance Advisory Panel (CAP).

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- Acting as an ambassador for the board and committees in the member's country and region, by way of explaining and promoting the work of the board and committees.
- Preparing for, attending, and actively participating in all meetings of the board or committee and additional meetings of task forces or other working groups for which they are selected.

Term Limits

A member is ordinarily appointed for a term of up to three years, and is expected to complete this term. The terms of members are established in such a way that each year they expire for approximately one-third of the members. The Nominating Committee may recommend a term shorter than three years to achieve this. Members with terms shorter than three years are eligible for additional terms not exceeding three years until they have reached the maximum term.

The continuous term of service on the board or committee cannot exceed six years, unless a member is appointed as chair during or at the end of his/her term as member. A chair is appointed for a term of up to three years and, if a member is appointed as chair during his/her term or at the end of his/her last term as member, he/she can serve for nine consecutive years.

In exceptional circumstances as determined by the Nominating Committee, the CAP Chair's term of service could be extended for up to three years, for an aggregated term as member and/or chair, not exceeding twelve years.

Selection Criteria

The Nominating Committee reviews the nominations to determine the best candidate for a position: the one who is most likely to enhance the quality of the output of the board or committee.

Factors that indicate the best candidate are experience, including experience at an international level, a good understanding of international issues impacting the profession; knowledge of the strategic objectives and current work plan of the board or committee for which the candidate applied; technical skills; and general knowledge of IFAC. The Nominating Committee also considers the professional composition and geographic and gender balance of the board and committees, but the best candidate principle is the overriding objective for selection.

Furthermore, it is essential that candidates are proficient in English, because that is the language in which IFAC and its board and committees operate.

General Requirements for Membership

It is important to note that when a nomination leads to an appointment, the member and nominating organization are required to adhere to the following statements:

- The member will act in the public interest, and will not submit to improper influence from any source, whether firm, organizational, national, regional, or other. The member will be asked to make a written declaration in this regard.
- The member will notify the Nominating Committee as soon as possible if his/her employer, employment status, or country of residence changes.
- The member will transfer and assign to IFAC all his/her right, title, and interest, including all rights of copyright, in his/her contributions to the work product of the board or committee, and expressly waive any "moral rights" in such contributions. The member will be asked to do this in writing.

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- The nominating organization will support the member in his/her role, and will not exert undue influence, whether financial or otherwise, that might impair the member's ability to act with independence, integrity, and in the public interest. The nominating organizations will be asked to make a written declaration in this regard.
- The nominating organization, when completing the nominations form, will be asked whether it has received or are aware of any formal complaints about the nominee or whether any disciplinary actions have been taken against the nominee. The Nominating organization should inform the Nominating Committee of any developments in this regard after the nominations form has been submitted.

The Role of Technical Advisors

Each nominating organization has the right to appoint a technical advisor to aid its member in that member's contribution to the board or committee,² in ways such as helping with preparation for meetings and providing research and staff support.

Technical advisors attend meetings of the board or committee and participate in discussions and deliberations at the discretion of the chair and members they accompany. In the absence of their members, they are entitled to attend and participate in the discussions and deliberations of the board or committee. They are not entitled to vote. They may be appointed as members of task forces or other working groups.

Technical advisors provide valuable support to members. The nominations form asks whether the nominating organization will provide technical support to the nominee. The nominating organization is encouraged to discuss with the nominee the organization's intention to appoint a technical advisor and the role of said technical advisor.

Technical advisors will be asked to make written declarations that they will act in the public interest and with integrity in discharging their responsibilities.

Tips for Increasing Candidates Chances of Selection

To increase a candidate's chances of selection, the Nominating Committee offers the following advice based on previous experience with candidate submissions.

- Meeting the specific membership requirements for the board or committee is the key for a successful nomination. Selecting candidates based on their seniority within the nominating organization does not increase their chances. The specific membership requirements for the board and each committee are summarized in the *Overview of Vacancies* table, and more detail is provided in the section of the Call devoted to the board or committee.
- The nominations form has to be completed conscientiously and in full. Forms that contain errors or incomplete data decrease the nominee's chances for selection and will be returned to the applicant.
- The nominations form has to be personalized for each nominee. Using identical statements for multiple nominees diminishes the value of the information.
- The candidate information also has to be tailored to the requirements for the particular position. Replicating a nominee's information for different positions disregards the different needs of the board or each committee.

² Members of the Compliance Advisory Panel and the Nominating Committee do not have technical advisors.

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- Nominating organizations can submit a joint nomination. The costs for meeting attendance and technical support could then be divided between multiple organizations. With the joint nominations, the nominee could be from one organization and the technical advisor from the other organization.
- The composition of the board and committees generally indicates a gender imbalance in favor of men. Therefore, nominating a female candidate who meets the requirements for membership of the board or committee can significantly increase the probability of an appointment.

For more information on how to develop a strategic approach to nominating candidates for the board and committees, please read the guide titled [Developing a Nominations Strategy](#).

Submitting Nominations

Nominations of new members and renominations of current members can be submitted online from January 15 to March 15, 2014. Nominations submitted after March 15, 2014 will be reviewed at the discretion of the Nominating Committee.

Instructions on how to submit a nomination are provided in [Appendix B](#).

Outcome of the Nominating Process

Finalizing the decisions on appointments is a lengthy process because of the significant due process requirements. Therefore, it is possible that nominating organizations will not be notified of the outcome of the nominations process until September 2014. The Nominating Committee does not normally notify individuals of the outcome of the nominations process, but rather defers to the nominating organizations in conveying the message to their nominees. In exceptional circumstances, the Nominating Committee may notify the nominee after consulting the nominating organization.

The Nominating Committee will submit its recommendations to the IFAC Board and Public Interest Oversight Board (PIOB), as appropriate, in September 2014. Recommendations for IFAC Board and Nominating Committee membership require election / approval by the IFAC Council.

Contact Information

Please direct any inquiries to Elena Churikova, Assistant Manager, Governance, via email at elenachurikova@ifac.org.

Volunteer Performance Program

The quality of the output of the board and committees, as well as their credibility, is ultimately determined by the input provided by its members. The Volunteer Performance Program provides for constructive dialogue between chairs and members regarding expectations and members' involvement in the work of the board or committee. It also provides valuable information to the Nominating Committee. The IFAC Board and PIOB, as appropriate, receive a report on the outcomes of the program, in summarized and anonymous format.

The Volunteer Performance Program provides for the chair to review the performance of each member, and each member to review the performance of the chair. Chairs and members fill out confidential forms that they submit to the Nominating Committee. The criteria for the performance of members are as follows:

- Attendance
 - Attendance at meetings is determined based on the number of meeting days attended by a member. The annual attendance rate of 75% or higher is considered satisfactory.
- Contribution
 - Contribution by preparing for and actively participating in meetings of the boards, task forces and working groups.
 - Willingness to assume responsibility, including taking initiative on projects.
 - High-quality input supported by diligent research and ability to place information in the context of the professional environment or other factors, such as economic, political, or commercial conditions.
- Collaboration
 - Willingness to cooperate with all individuals on the board in a constructive and productive manner.
 - Awareness of the importance of the contributions of others, demonstrated by good listening skills, a considerate attitude in discussions, and awareness of cultural differences.
 - Ability to look beyond the different backgrounds of members and focus on achieving common positions based on commitment to the public interest.
- Communication
 - Proficiency in oral and written English
 - Ability to present ideas and convey messages in a clear and coherent manner.
 - Responsiveness to communications related to the board/committee, such as emails from the chair or staff.
- Commitment to the Public Interest
 - Focus on maintaining or improving the integrity and reputation of the global accountancy profession and on discharging its responsibilities to the public.
 - Ability to reflect the wider public interest in the decision-making process and in executing the work plan of the board/committee.

- Impartiality with respect to, for example, regional or national interests or other professional or commercial concerns (e.g., the views of the employing organization or a specific subset of the accountancy profession).

Application of the Volunteer Performance Program

The Volunteer Performance Program provides valuable information to the Nominating Committee in deciding on potential reappointments, succession planning, and performance issues.

Reappointments

- The Nominating Committee values the continuity of membership on the board and committees, but decisions on the reappointment of members are foremost guided by the best person for the position criteria.
- The Nominating Committee considers the performance evaluations of renominated members in deciding on their reappointment. Well-performing members are in general likely to be appointed for another term, unless there is a nominee whose professional qualifications, work experience, and/or educational background are more suited to the current needs of the board or particular committee. When performance does not meet expectations, members are unlikely to be recommended for reappointment.

Succession Planning

- The planned succession of leadership on the board and committees also contributes to continuity, which ultimately affects the quality of their work. Through the Performance Program, the Nominating Committee consults the chair on the members' potential for future leadership. The Nominating Committee considers this opinion when deciding on its recommendations for leadership positions.

Performance Issues

- In rare circumstances, the Nominating Committee may identify a member whose performance does not meet expectations. In such cases, the Nominating Committee may ask the chair to monitor the situation for a period of time. In the rare circumstances where the Nominating Committee identifies a lack of improvement, it may recommend to the IFAC Board, PIOB, and IFAC Council, as appropriate, the removal of the member.

Travel Support Program for Board and Committee Members

What is the Travel Support Program?

The IFAC offers travel support to qualifying board/committee members. The objective is to facilitate developing country representation on the board and committees.

Who qualifies for travel support?

The following considerations are applied to determine whether a nominee qualifies for the program:

First Consideration	Second Consideration	Third Consideration
The nominations form contains a request to be considered for the program.	The candidate is nominated by an IFAC Member AND	The nominee's board or committee membership is approved by the IFAC Council, IFAC Board, and Public Interest Oversight Board (PIOB) as appropriate.
	(a) the nominating IFAC Member is headquartered in a country on the World Bank list of developing countries (see table below); and	
	(b) the nominating Member's total revenue does not exceed 1 million USD; and	
	(c) the nominating Member is in good standing with regard to its IFAC membership.	

Eligibility is determined in the year that a nomination is submitted. In the case of a joint nomination, all nominating IFAC Members have to qualify for a nominee to be eligible for travel support.

The nominating Member's membership should remain in good standing for its qualifying member(s) to continue to participate in the program. **If the nominating Member fails to meet its membership obligations in terms of the IFAC Constitution and Bylaws, its participant(s) in the program will no longer be considered qualifying member(s) and travel support will be suspended.**

For what period is the support awarded?

If selected for the program, travel support will be provided to the qualifying member during his/her first term of service (ordinarily 3 years), irrespective of any changes in the criteria noted under the second consideration in the above table during this period. **If renominated at the end of the first term of service, the nominating Member has to reapply for the program.**

Is there a limit to the number of participants in the program?

Travel support is made available to a limited number of qualifying members each year. For 2015, the number is 20, 10 of which is allocated to the independent Standard-Setting Boards (SSBs) and 10 to the IFAC Board and committees as follows: IFAC Board (2), CAP (1), PAO Development Committee (2), PAIB Committee (2), SMP Committee (2) and NC (1). If the number of potential participants for all boards and committees does not exceed the maximum number of participants in the program, the number of participants per board/committee could vary by one.

A nominating organization cannot have more than two qualifying members participating in the program in any one year.

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Is there a limit to the amount of travel support?

The level of financial support each year is limited. The nominating organization pays the first \$1,500 and IFAC a maximum of \$10,000 per year per qualifying member.

Travel support is for attending in-person full meetings of the board or committee; it does not apply to meetings conducted by other means (video conference, telephone conference, etc.) or meetings of subgroups of the board or committee (subcommittees of the IFAC Board, task forces, or working groups, etc.). Travel costs are reimbursed on the basis of actual cost **and not a daily per diem.**

Are there any further requirements for participants in the program?

Participants should adhere to the requirements of the program, which include the conditions for reimbursement, such as the use of economy airfares and the prompt submission of expense claims with all receipts and vouchers.

List of Developing Countries

Source: World Bank, March 2013 (<http://data.worldbank.org/about/country-classifications/country-and-lending-groups>)

Total of 145 countries

Afghanistan	Congo, Dem. Rep	Jamaica	Morocco	St. Lucia
Albania	Congo, Rep.	Jordan	Mozambique	St. Vincent and the
Algeria	Costa Rica	Kazakhstan	Myanmar	Grenadines
American Samoa	Côte d'Ivoire	Kenya	Namibia	Sudan
Angola	Cuba	Kiribati	Nepal	Suriname
Antigua and Barbuda	Djibouti	Korea, Dem Rep.	Nicaragua	Swaziland
Argentina	Dominica	Kosovo	Niger	Syrian Arab Republic
Armenia	Dominican Republic	Kyrgyz Republic	Nigeria	Tajikistan
Azerbaijan	Ecuador	Lao PDR	Pakistan	Tanzania
Bangladesh	Egypt, Arab Rep.	Latvia	Palau	Thailand
Belarus	El Salvador	Lebanon	Panama	Timor-Leste
Belize	Eritrea	Lesotho	Papua New Guinea	Togo
Benin	Ethiopia	Liberia	Paraguay	Tonga
Bhutan	Fiji	Libya	Peru	Tunisia
Bolivia	Gabon	Lithuania	Philippines	Turkey
Bosnia and Herzegovina	Gambia, The	Macedonia, FYR	Romania	Turkmenistan
Botswana	Georgia	Madagascar	Russian Federation	Tuvalu
Brazil	Ghana	Malawi	Rwanda	Uganda
Bulgaria	Grenada	Malaysia	Samoa	Ukraine
Burkina Faso	Guatemala	Maldives	São Tomé and Príncipe	Uruguay
Burundi	Guinea	Mali	Senegal	Uzbekistan
Cambodia	Guinea-Bissau	Marshall Islands	Serbia	Vanuatu
Cameroon	Guyana	Mauritania	Seychelles	Venezuela, RB
Cape Verde	Haiti	Mauritius	Sierra Leone	Vietnam
Central African Republic	Honduras	Mexico	Solomon Islands	West Bank and Gaza
Chad	India	Micronesia, Fed. Sts.	Somalia	Yemen, Rep.
Chile	Indonesia	Moldova	South Africa	Zambia
China	Iran, Islamic Rep.	Mongolia	South Sudan	Zimbabwe
Colombia	Iraq	Montenegro	Sri Lanka	
Comoros				

Overview of Vacancies

Board or Committee	Category	Total Number of Vacancies	Number of Members Eligible for Reappointment ³	Matters to Consider in Developing a Nominations Strategy: <ul style="list-style-type: none"> • English proficiency is essential. • Ability to commit the required time is essential. 	For More Information, Click on the Link
IFAC Board	Deputy President ⁴	Included below	Not applicable	IFAC is seeking an exceptional individual to serve as Deputy President. This is a voluntary position for which the annual time commitment is estimated at 700 hours per year.	Deputy President
	Category A	4	3	Nominees for IFAC Board membership should be at a senior level in their organization, and highly respected both inside and outside the profession. Nominees should also be very familiar with IFAC and the risks and opportunities pertaining to the global accountancy profession. The estimated time commitment is approximately 180 hours per year, and an additional 20–150 hours per year for subcommittee and/or working group work. The Nominating Committee will seek to continue to retain the gender balance on the IFAC Board.	IFAC Board
	Category B	2	1		
	Category C	1	1		
CAP	Members	2 1 AS / 1 EU	2 1 AS / 1 EU	Nominees for CAP membership ideally should possess a general knowledge of Professional Accountancy Organizations (PAOs), the Statements of Membership Obligations (SMOs) and the IFAC Member Compliance Program; experience with international relations, institutional capacity building, and assistance to developing nations; as well as a strong understanding of the effectiveness of legal and regulatory frameworks. The estimated time commitment is approximately 220 hours per year. For 2015, the Nominating Committee will seek to recommend 2 candidates; 1 from Asia and 1 from Europe. Nominations of female candidates are encouraged.	

³ The number of members eligible for reappointment is included in the total number of vacancies in the preceding column; however, it is shown separately in this column as members are often renominated and, if considered appropriate, recommended for reappointment; this could reduce the number of vacancies available to new nominees.

⁴ It is anticipated that the Nominating Committee will recommend to the Council that the Deputy President be appointed as President. There are 7 vacancies on the IFAC Board in 2015, including the deputy presidency position. The Deputy President could be in any of the three categories.

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Board or Committee	Category	Total Number of Vacancies	Number of Members Eligible for Reappointment ³	Matters to Consider in Developing a Nominations Strategy: <ul style="list-style-type: none"> English proficiency is essential. Ability to commit the required time is essential. 	For More Information, Click on the Link
PAO Dev. Committee	Members	3 1 AU / 1 LA / 1 Other	2 1 AU / 1 LA	<p>Nominees for PAO Development Committee membership ideally should possess experience in capacity building of PAOs or accountancy reform activities at the national or regional level; contacts or experience with development agencies; and experience working with donor funded projects.</p> <p>Estimated time commitment is approximately 250 hours per year and an additional 100–200 hours per year for task force work, PAO outreach assistance, and meetings with donor organizations.</p> <p>For 2015, the Nominating Committee will seek to recommend 1 member from Australasia–Oceania, 1 member from Latin America, and 1 At-Large Member from any of the 6 regions of the world.</p> <p>The Nominating Committee will seek to continue to retain the gender balance on the PAO Development Committee.</p>	PAO Dev Committee
PAIB Committee	Members	7	4	<p>The PAIB Committee acts primarily as a strategic advisory body of PAIBs. Members therefore should bring an understanding of the demands and needs of organizations and the wider business environment. Nominees for PAIB Committee membership will ideally possess experience in effective corporate governance, risk management, strategic performance management, and financial reporting. Nominations of individuals with corporate or public sector background in large organizations are particularly encouraged.</p> <p>The total estimated time commitment is approximately 150 hours per year and an additional 50–100 hours per year for advisory group work.</p> <p>Nominations from Australasia–Oceania, Latin America–Caribbean and North America are particularly welcome.</p> <p>Nominations of female candidates are strongly encouraged.</p>	PAIB Committee

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Board or Committee	Category	Total Number of Vacancies	Number of Members Eligible for Reappointment ³	Matters to Consider in Developing a Nominations Strategy: <ul style="list-style-type: none"> English proficiency is essential. Ability to commit the required time is essential. 	For More Information, Click on the Link
SMP Committee	Chair	1	1	IFAC is seeking an exceptional individual to serve as SMP Committee chair. This is a voluntary position for which the annual time commitment is estimated at 500 hours per year.	SMP Committee Chair
	Members	6	2	<p>Nominees for SMP Committee membership ideally should possess an understanding of how SMPs/SMEs can cost-effectively implement the ISAs, the IFRSs for SMEs, and the Code of Ethics for Professional Accountants; expertise in SMP policy and regulation; and/or experience with assurance and related services that address financial reporting, other than the audit. Nominations of individuals with experience in developing resources and tools that help SMPs to implement international standards are particularly welcome.</p> <p>The estimated time commitment is approximately 175 hours per year, and an additional 50–100 hours per year for projects.</p> <p>Nominations from Asia, Australasia–Oceania, Latin America–Caribbean and North America are particularly welcome.</p> <p>Nominations of female candidates are encouraged.</p>	SMP Committee
Nominating Committee	Members	3 1 A-ME / 1 LA / 1 NA	3 1 A-ME / 1 LA / 1 NA	<p>Nominees to the Nominating Committee should be senior members of an IFAC Member, with considerable international experience. Knowledge of IFAC is required, as well as the ability to assess candidate skills and qualifications with a high degree of impartiality.</p> <p>The estimated time commitment is 200–250 hours per year.</p> <p>For 2015, the Nominating Committee will recommend 3 candidates from the following regions: Africa-Middle East, Latin America, and North America.</p> <p>The Nominating Committee will seek to continue to retain the gender balance on the Nominating Committee.</p>	Nominating Committee

IFAC Board

Overview

Board Size:	23 Members
Vacancies for 2015:	Deputy President 7 Members: ⁵ 4 Category A 2 Category B 1 Category C Included in the above are 5 current members (3 in Category A, 1 in Category B and 1 in Category C) who are eligible for reappointment
Who Can Nominate:	IFAC Members
Approval Required:	Endorsement by the IFAC Board and election / approval by the IFAC Council

Membership

The Board comprises the President and no more than 21 members. The allocation of seats on the Board reflects the level of financial contribution by the IFAC Members. There are 3 categories (A, B, and C), each of which corresponds to a certain number of seats as follows:

- Category A: the top 12 contributing IFAC Members occupy 9 seats;
- Category B: the 13–24 contributing IFAC Members occupy 6 seats; and
- Category C: the IFAC Members that are not ranked in the top 24 occupy 6 seats.

If the Nominating Committee considers it appropriate to apply some degree of flexibility, the allocation of Board seats may be modified within ranges specified in the Constitution. The Nominating Committee is required to report to the Board and Council the reason for such modification.

For 2015, there are 7 vacancies on the Board, including the vacancy of the Deputy President:

- Category A: 4 vacancies for which 3 current members are eligible to be reappointed;
- Category B: 2 vacancies for which 1 current member is eligible to be reappointed; and
- Category C: 1 vacancy for which 1 current member is eligible to be reappointed.

Proposed amendments to the IFAC Constitution and Bylaws may have implications for the Board seat allocation in 2015. If the number of seats in Category A is increased by 1, the Nominating Committee, in the first instance, would aim to select an additional candidate from the nominations submitted for Category A seats. If an appropriate candidate could not be identified, the Nominating Committee would reach out to IFAC Members in this category.

⁵ It is anticipated that the Nominating Committee will recommend to the Council that the Deputy President be appointed as President. The Deputy President could represent any Board category; therefore the appointment of the Deputy President will reduce the number of vacancies in that category by 1.

About the IFAC Board

The Board is entrusted to take all practicable steps to pursue the mission of IFAC by overseeing its governance, membership, resource allocation, and appointments to the boards and committees. The Board's authority with respect to these general areas is reflected in the IFAC Constitution and Bylaws. Working with the President and Deputy President, and through the CEO and management, the Board recommends to the Council the strategic course of IFAC with respect to policy-making, major initiatives, and fostering relations with international organizations and governments.

The Board has general authorities and responsibilities, and specific responsibilities in relation to the Council, the Forum of Firms, and the Public Interest Oversight Board (PIOB).

All Board members are expected to act with integrity and in the public interest. Board members, being in a position of responsibility and authority in the governance structure of IFAC, have a fiduciary duty to IFAC, including duties of care and loyalty. In short, this means they are required to act reasonably, prudently, and in the best interests of IFAC. All Board members share responsibility for financial oversight of the organization.

The Board currently operates 5 subcommittees: Audit Committee, Governance Committee, Planning and Finance Committee, Regulatory Liaison Group, and Public Policy and Regulation Advisory Group. In addition to these subcommittees, the Board may form ad hoc working groups that are assembled for temporary projects and Board-related tasks. Board members are appointed to these subcommittees on the basis of their individual expertise and experience, as well as other factors related to the individual subcommittee Terms of Reference.

Learn More about the IFAC Board

Further information related to the work of the Board is available in the [governance section of the IFAC website](#), including the following:

- Constitution
- Bylaws
- IFAC Annual Report
- IFAC Strategic Plan
- IFAC Operational Plan
- Current Board Member Bios

IFAC Strategic Priorities for 2015

The following focus areas are highlighted in IFAC's *Strategy Implementation Plan*:

- Contributing to the development of high-quality global standards, which includes clarifying and reinforcing the perceived independence of the Standard-Setting Boards (SSBs), supporting the development of international standards through the independent SSBs, and contributing to the advancement and direction of integrated reporting.
- Supporting professional accountants worldwide, which includes establishing the IFAC Global Knowledge Gateway to share resources, with an initial emphasis on professional accountants in business (PAIBs) and publicly available information for Small and Medium Practices (SMPs) and supporting service delivery to professional accountants, including PAIBs and SMPs through the work of the PAIB and SMP Committees.

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- Strengthening the capacity of the profession and promoting high-quality practices by professional accountants, which includes operationalizing MOSAIC (Memorandum of Understanding to Strengthen Accountancy and Improve Collaboration), actively supporting greater governmental transparency and accountability through improved financial reporting; facilitating adoption and implementation of the international standards; developing Member compliance information and Action Plans, and supporting Professional Accountancy Organization (PAO) development through the PAO Development Committee.
- Speaking out, this includes presenting global views in current debates on behalf of the profession, including debates brought about by the changing regulatory environment; speaking out on themes that IFAC is uniquely positioned to address; and consulting with major stakeholders to develop key messages.
- In addition, there are several enablers or cross-cutting themes that will be developed to help IFAC achieve the strategic objectives. Specifically, IFAC will focus on enhanced stakeholder relations, diversified funding, and streamlined processes that are fit for purpose.

General Qualifications for Nominees

Experience

A nominee must be a member, chief executive or equivalent officer of the nominating IFAC Member or of one of the IFAC Members nominating as a group of Members. Nominees should be at a senior level in their organization, and highly respected both inside and outside the profession.

Nominees should also be very familiar with the risks and opportunities pertaining to the global accountancy profession and with IFAC in general. Written and oral proficiency in English is essential.

Professional Balance on the IFAC Board

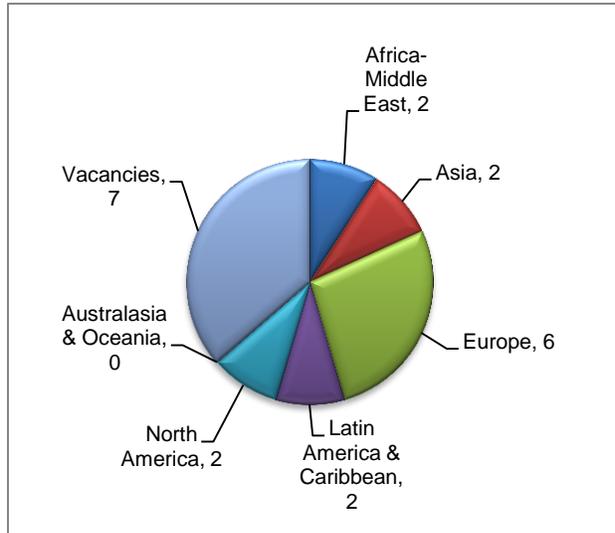
How can your candidate(s) strengthen the professional diversity of the Board in 2015? The following types of professionals will continue their service on the Board in 2015:

Professional Classification	
Big 4	1
Small- and Medium-Sized Practice	2
Other International Network	3
Academic	1
Consultant	2
IFAC Member Staff	2
Public Sector Auditor	2
Professional Accountants in Business–Large Entity	2
Vacancies	7
Total	22

Geographic Balance

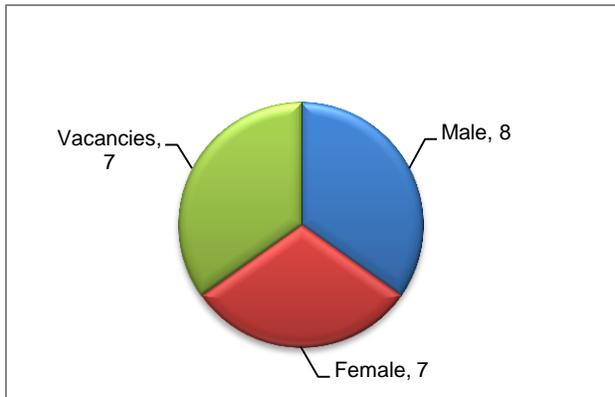
The Nominating Committee’s goal is to maintain global representation among 6 regions of the world: Africa–Middle East, Asia, Australasia–Oceania, Europe, Latin America–Caribbean, and North America.

*The IFAC President does not represent any region, recognizing his/her status as independent chair.



Gender Balance

The Nominating Committee is committed to improving gender balance on the IFAC Board. For 2015, the Nominating Committee will seek to maintain the gender balance on the IFAC Board. Nominations of both men and women are therefore encouraged.



Requirements of Membership

Time Requirements

The Board meets 4 times a year and conference calls may be scheduled to consider pressing matters. Attendance at annual IFAC Council meeting is desirable. Conservatively, this amounts to approximately 180 hours per year, including meetings, preparation, and travel. In addition, members participate in subcommittees and working groups, which require an additional time commitment of 20 to 150 hours per year, including meetings, preparation, and travel as appropriate, and depending on the subcommittee or working group. Board members may also need time to consult with their nominating organizations on agenda matters.

Candidates may be asked to verify that their employing organization fully supports their Board membership and will ensure time is made available to adequately fulfill these requirements.

Summary of Time Commitment

- Board members attend 4 meetings per year; attendance at the Council meeting is desirable
- Subcommittees and working groups may require additional time between meetings
- Estimated time commitment is approximately 180 hours per year (and an additional 20–150 hours per year for subcommittee or working group work)

Performance

Board members are evaluated each year under the Volunteer Performance Program. Assessment of their performance with regard to meetings is based on attendance, preparation, and input. Furthermore, the contribution of members beyond Board meetings, such as participation in the work of subcommittees and working groups, is an important factor. The Nominating Committees uses the results of the assessment to decide whether to recommend candidates for reappointment and for leadership opportunities.

Financial and Visa Requirements

Costs of attending Board meetings are borne by the member's nominating organization. If a member wishes to bring a technical advisor to any meeting, these costs are also borne by the member's nominating organization. Please refer to [page 12](#) to learn more about and determine eligibility for the Travel Support Program for Board and Committee Members.

Members are responsible for making their own visa arrangements for international travel. IFAC will only provide visa support letters.

Deputy President of IFAC

Introduction

IFAC is seeking nominations for the position of Deputy President to serve under the new President from November 2014 to November 2016. Following and subject to recommendation by the Nominating Committee and approval by the Council, the Deputy President is expected to assume the Presidency of IFAC for a two-year term.

The Deputy President works with the President and Chief Executive Officer in implementing IFAC's strategic plan and assumes significant representational duties. The office of Deputy President currently also includes positions of Deputy Chair of the Nominating Committee and Chair of the Planning and Finance Committee.

The Board is composed of highly regarded and competent individuals who are likely to be in the best position to be elected as the Deputy President. However, it is foreseeable that circumstances, as determined by the Nominating Committee, could arise where there are no appropriately qualified candidates from among the Board members who are willing or available to serve as the Deputy President (and President) of IFAC for the required terms. To reduce the risk of not having qualified candidates available to serve, IFAC's Constitution provides for non-Board members to be nominated for the Deputy President position.

General Qualifications for Nominees

A nominee for Deputy President should be a senior and highly respected member of the profession, who is well supported by the nominating and/or employing organization in terms of time commitment and other professional resources.

The Deputy President is expected to demonstrate commitment to the mission and strategy of IFAC and support the collective decisions of the Board. As with each Board member, the Deputy President is expected to have the ability to make astute business decisions that are in the best interests of the public and the global profession.

The Deputy President should have an awareness of the social and economic environment in which the global profession, IFAC, and its member organizations operate.

Critical Knowledge and Skills

- Extensive knowledge of IFAC, its mission and service areas
- A dedication to the public interest that is genuine, time-tested, and global in nature
- Exceptional leadership skills
- High-level management experience
- Experience chairing meetings and discussions (especially among volunteer organizations such as professional accountancy organizations)
- Strong public speaking and communications skills for both technical and non-technical audiences
- Ability to work effectively among numerous cultures and professional specializations within the accounting profession
- Experience with development and/or implementation of public policy

CALL FOR NOMINATIONS

- Ability to strengthen relationships with key stakeholders
- Ability to address the budget and funding issues

Time Requirements:

The estimated time commitment for the Deputy Presidency is 40% of a full time position (approximately 700 hours per year). This workload gradually increases during the Deputy Presidency term, and should be expected to be around 60–80% of a full time position when Presidency has been assumed.

This commitment includes all meetings of the Board, Nominating Committee, and Planning and Finance Committee. The Deputy President also attends some PIOB meetings and various meetings with members of the regulatory community. In addition, the Deputy President is expected to conduct outreach activities with IFAC Members and regional organizations. This time commitment includes time for preparation and travel; however, it does not include extensive travel.

Candidates may be asked to verify that their employing organization fully supports their nomination and will ensure time is made available to adequately fulfill these requirements.

Summary of Time Commitment

The Deputy President participates annually at the following meetings:

- 4 Board and 1 Council meetings
- 6 Nominating Committee meetings
- 4 Planning and Finance Committee meetings
- 3–4 PIOB meetings, as appropriate
- Meetings of the regulatory community
- Outreach activities with IFAC Members and regional organizations

Financial and Visa Requirements

Costs for attendance at all meetings are borne by the nominating and/or employing organization. If the Deputy President wishes to bring a technical advisor to any meetings, these costs are also borne by the nominating and/or employing organization.

Deputy President is responsible for making his/her own visa arrangements for international travel. IFAC will only provide visa support letters.

IFAC Board Rotation Schedule 2014								Term Ending (X) Eligible for Reappointment (X1)		
Officers	Category	Gender	Region	Country	Nom. Org.	Prof. Class.	Service	2014	2015	2016
Allen (President)		M		New Zealand	NZICA	P-Big 4	2007	X		
Kirtley (Deputy)	A	F	NA	USA	AICPA	Consultant	2008	X1		
Category A	Category	Gender	Region	Country	Nom. Org.	Prof. Class.	Service	2014	2015	2016
Bellringer	A	F	NA	Canada	CICA	PSA	2013		X1	
Elorrieta	A	F	LA	Brazil	CFC/IBRACON	P-Big 4	2011			X
Grimes	A	F	AU	Australia	ICAA/CPA AU	PAIB-LE	2012	X1		
Harris	A	M	NA	USA	AICPA	P-SMP	2011			X
Potdevin	A	M	EU	France	CNCC/CSOEC	P-OIN	2010		X	
Ramaswamy	A	M	AS	India	ICAI-Chartered	P-SMP	2012	X1		
Rejman	A	F	EU	Poland	ACCA	PAIB-LE	2010		X	
Shinohara	A	M	AS	Japan	JICPA	Member Staff	2012	X1		
Category B	Category	Gender	Region	Country	Nom. Org.	Prof. Class.	Service	2014	2015	2016
Byrkjeland	B	F	EU	Norway	NRF	P-OIN	2013		X1	
Chen	B	M	AS	China	CICPA	Member Staff	2013		X1	
Joo	B	M	AS	Korea	KICPA	Academic	2013		X1	
Schruff	B	M	EU	Germany	IDW	P-Big 4	2014			X1
Turker	B	M	EU	Turkey	TÜRMOB/EAAT	P-SMP	2012	X1		
Vieweg	B	M	NA	Canada	CMA CA	Academic	2009	X		
Category C	Category	Gender	Region	Country	Nom. Org.	Prof. Class.	Service	2014	2015	2016
Hadibroto	C	M	AS	Indonesia	IAI	P-Big 4	2012	X1		
Hathorn	C	M	EU	UK	CIPFA/ICAS	P-OIN	2014			X1
Loubser	C	M	A-ME	South Africa	SAICA	PAIB-LE	2013		X1	
McEvoy	C	F	EU	Ireland	ICPAI	P-SMP	2014			X1
Monroe Ellis	C	F	LA	Jamaica	ICAJ	PSA	2013		X1	
Owuama	C	M	A-ME	Nigeria	ICAN	Consultant	2014			X1
Total								8	8	6

Compliance Advisory Panel

Overview

Panel Size:	6 Members 1 Temporary Additional Member appointed in 2014 for two-year term
Vacancies for 2015:	2 of whom 1 represents the AS region and 1 the AU region Included in the above are 2 current members (1 representing AS and 1 representing AU) who are eligible for reappointment
Who Can Nominate:	IFAC Members
Approval Required:	IFAC Board and Public Interest Oversight Board (PIOB)

About the CAP

The Compliance Advisory Panel (CAP) oversees the implementation and operation of the IFAC Member Compliance Program (the Compliance Program). The Board created this program to support the adoption and implementation of high-quality auditing, accounting, ethical, educational, and related quality assurance, and investigation and disciplinary standards.

As part of this program, IFAC (a) collects information from Members and Associates on their regulatory and standard-setting framework and on their compliance with the Statements of Membership Obligations (SMOs), and (b) works with them in the development of action plans for continuous improvement.

The CAP oversees the work of the IFAC Compliance staff, which includes (a) assessing and making recommendations on the implementation of membership applications, (b) undertaking periodic reviews of membership criteria, (c) reviewing the effectiveness of the SMOs, (d) implementing processes to determine whether IFAC Members and Associates comply with applicable SMOs, and (e) reporting to the Board and Council on the Compliance Program.

Learn More about the CAP

Further information related to the work of CAP is available on the [CAP homepage](#), including the following:

- Terms of Reference
- CAP Working Procedures and Due Process
- Compliance Program Overview
- Statements of Membership Obligations (SMOs)
- SMO Action Plans of IFAC Members and Associates
- IFAC Member Compliance Program Strategy
- Current CAP Member Bios

The CAP Strategic Priorities

In 2015, the CAP will continue to focus on Part 3 of the Compliance Program, i.e., the Action Plan phase, membership applications, as well as provide advice to IFAC Compliance staff on their development of tools such as self-assessments, questionnaires, and reports on the status of adoption and implementation of international standards.

The Action Plan process requires IFAC Members and Associates to develop and annually or biennially update specific and measurable action plans to further meet the requirements set out in the SMOs. In addition to the CAP's review of the IFAC Compliance staff's recommendations for membership applications, the CAP will also be consulted on applications by regional organizations and accountancy groupings. The CAP will also provide advice on matters relating to the role of professional accountancy organizations, approaches for monitoring adoption of international standards, and other matters identified by the IFAC Compliance staff relating to the Compliance Program and membership in general.

The CAP is subject to the oversight of the PIOB. In developing its strategy and work program, as well as recommendations to the Board for revisions to and issuance of SMOs, the CAP is transparent in its activities, and adheres to due process as approved by the PIOB.

General Qualifications for Nominees

Membership

The CAP comprises 6 members who represent 6 regions of the world. In 2014, a temporary additional member was appointed.

There are 2 vacancies on the CAP in 2015; 2 current members are eligible for reappointment. They represent the Asia and Europe regions. Although current members are often renominated and—if considered appropriate—recommended for reappointment, it is uncertain whether they will be renominated. The Nominating Committee therefore encourages nominations of highly qualified candidates from Asia and Europe.

Experience

Nominees will ideally possess the following experience:

- Practical experience with the SMOs and the Compliance Program
- Good knowledge of professional accountancy organizations (operations, quality control, standard-setting, etc.) as well as those located in their region
- Experience with international relations, institute building, and assistance to developing nations
- A strong understanding of the effectiveness of legal and regulatory frameworks relevant to the profession is essential
- English proficiency (both written and oral) is essential

Professional Balance on the CAP

How can your candidate(s) strengthen the professional diversity of the CAP in 2015? The following types of professionals will continue their service on the CAP in 2015:

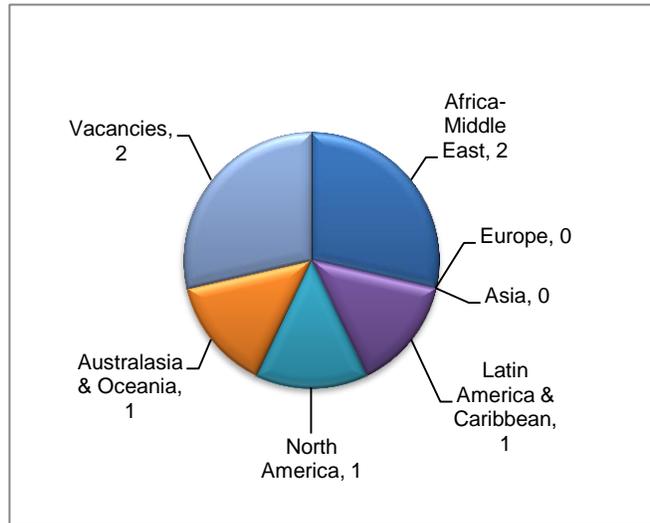
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Professional Classification	
Big 4	1
Other International Network	2
Consultant	1
IFAC Member Staff	1
Vacancies	2
Total	7

Geographic Balance

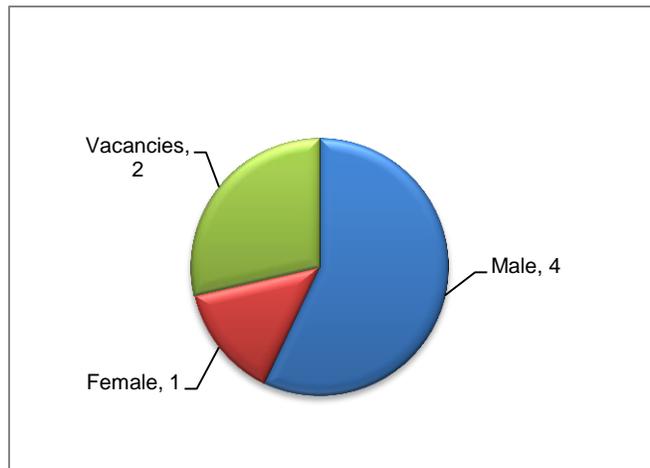
The Nominating Committee's goal is to maintain global representation among 6 regions of the world: Africa–Middle East, Asia, Australasia–Oceania, Europe, Latin America–Caribbean, and North America.

In recognition of the need for geographic representation, the CAP is comprised of at least 6 members each representing one of the 6 geographical regions. Therefore, for 2015, the Nominating Committee will seek to recommend the appointment of 2 members representing Asia and Europe.



Gender Balance

The Nominating Committee is committed to maintaining gender balance on the CAP. For 2015, the Nominating Committee will seek to continue to retain the gender balance on the CAP. Nominations of women are therefore strongly encouraged.



Requirements of Membership

Time Requirements

Members are expected to attend 3–4 meetings annually. Conservatively, this will amount to approximately 180 hours per year, including meetings, preparation, and travel.

Members may have to spend additional time consulting with the member organizations in their region to discuss agenda matters and seek input. Occasionally, members may be requested to represent IFAC at activities closely linked to the Compliance Program. The total time a member might be expected to commit is approximately 220 hours per year.

Candidates may be asked to verify that their employing organization fully supports their membership and will ensure time is made available to adequately fulfill these requirements.

Summary of Time Commitment

- Members attend 3–4 meetings of the CAP each year
- Some members may be asked to represent IFAC at other activities closely related to the Compliance Program
- Estimated time commitment is approximately 220 hours per year

Performance

CAP members are evaluated each year under the Volunteer Performance Program. Assessment of their performance with regard to meetings is based on attendance, preparation, and input. Furthermore, the contribution of members beyond formal meetings, such as activities closely link to the Compliance Program, is an important factor. The Nominating Committees uses the results of the assessment to decide whether to recommend candidates for reappointment and for leadership opportunities.

Financial and Visa Requirements

Costs of attending CAP meetings are borne by the member's nominating organization. Please refer to [page 12](#) to learn more about and determine eligibility for the Travel Support Program for Board and Committee Members.

Members are responsible for making their own visa arrangements for international travel. IFAC will only provide visa support letters.

CALL FOR NOMINATIONS

CAP Rotation Schedule 2014							Term Ending (X) Eligible for Reappointment (X1)		
Chair	Gender	Region	Country	Nominating Organization	Prof. Class.	Service	2014	2015	2016
Dickson (Chair, 2013-2015)	M	AU	Australia	ICAA/CPA AU	Consultant	2008		X1	
Members	Gender	Region	Country	Nominating Organization	Prof. Class.	Service	2014	2015	2016
Byrne (Deputy Chair, 2014)	F	NA	USA	AICPA	P-OIN	2010		X	
Casó	M	EU	Italy	CNDCEC	P-SMP	2010	X1		
Flores	M	LA	Mexico	IMCP	P-Big 4	2013		X1	
Nkajja	M	A-ME	Uganda	ICPAU	Member Staff	2014			X1
Sindaha*	M	A-ME	Jordan	JACPA	P-OIN	2014		X1	
Yu	F	AS ⁶	China	ACCA	PAIB-LE	2012	X1		
Total							2	4	1

*Temporary additional member appointed for a two-year term.

⁶ Represents AS region; however, nominating organization is headquartered in the EU.

Professional Accountancy Organization Development Committee

Overview

Committee Size:	12 Members
Vacancies for 2015:	3 members of whom 1 represents LA, 1 AU, and 1 Other Included in the above are 2 current members (1 LA and 1 AU) who are eligible for reappointment
Who Can Nominate:	IFAC Members
Approval Required:	IFAC Board

About the PAO Development Committee

The Professional Accountancy Organization (PAO) Development Committee consists of individuals from both developed and developing nations who focus on identifying solutions to challenges facing the development of strong, sustainable PAOs around the world. The committee meets 2 to 3 times a year and involves donors, regional bodies, and national PAOs at every meeting. Due to its focus on collaboration and support of the development of the profession around the world, members also represent IFAC at the IFAC–Donor MOSAIC (Memorandum of Understanding to Strengthen Accountancy and Increase Collaboration) Steering Committee.

The work of the committee focuses on two core areas:

- Raising awareness around the success factors and challenges associated with the establishment and development of PAOs as well as the core elements of a strong accountancy profession. This is done through the development of tools and guidance on core issues and through outreach activities, such as representing the committee at third-party regional events, hosting open meetings, and engagement at the national level, not only with PAOs but with stakeholders such as regulators and governments.
- Encouraging and facilitating knowledge-sharing around good practice, practical experiences, and solutions to challenges in implementing international standards developed by external organizations, including regional bodies and more-established PAOs. This includes facilitating the development of case studies. Regular discussion sessions are held during committee meetings allowing committee members, national and regional stakeholders, and donors to input into the work of the committee and share success stories. A core program of the committee focuses on promoting effective knowledge exchange between PAOs as a method of capacity-building.

Learn More about the PAO Development Committee

The following information can be accessed on the [PAO Development Committee homepage](#):

- Overview of PAO Development Committee Vision and Mission
- Current Projects
- Publications & Resources
- News and Events
- Meetings
- Membership
- MOSAIC and Related Materials
- PAO Development Committee Strategy and Work Plan
- Current Member Bios

The PAO Development Committee Strategic Priorities

The PAO Development Committee's Strategy 2011–2014 sets out the committee's vision and mission for the coming years. The mission drives the committee's three key objectives:

- Develop the capacity of the accountancy profession to produce high-quality financial information and sound financial management systems capable of supporting financial stability, economic growth, and social progress; produce tools and guidance; and conduct technical assistance to facilitate capacity development at both the individual country and regional level.
- Increase awareness-building and knowledge-sharing regarding the adoption and implementation of international standards. Engender greater understanding of the important role IFAC and its individual country and regional PAOs play in international development.
- Engage and deepen development partnerships with the international donor community, regional organizations, and public/private sector stakeholders so as to share resources, knowledge, and experience; and deliver guidance, advice, and assistance in a more efficient and effective manner.

General Qualifications for Nominees

Membership

The PAO Development Committee comprises up to 12 members.

There are 3 vacancies on the PAO Development Committee in 2015; 2 current members are eligible for reappointment. They represent the Latin America and Australasia–Oceania regions. Although current members are often renominated and—if considered appropriate—recommended for reappointment, it is uncertain whether they will be renominated. The Nominating Committee therefore encourages nominations of highly qualified candidates, in particular, from Latin America and Australasia–Oceania.

Experience

Nominees will ideally possess the following experience and skills:

- Experience providing guidance and facilitating assistance to PAO capacity building efforts
- Contacts or experience with donor organizations and development agencies

CALL FOR NOMINATIONS

- Experience with the development of Action Plans to improve compliance with the Statements of Membership Obligations (SMOs)
- Experience working with donor funded accounting and audit development projects either as provider or beneficiary
- Experience working with the adoption and implementation of international standards in a developing-nation environment in either a practical or teaching context
- Strong language skills in addition to English

The Nominating Committee is particularly interested in receiving nominations of individuals who are either IFAC Member Staff, in government, or consultants who are, or have been, directly involved in capacity building of PAOs or accountancy reform activities at the national or regional level.

Professional Balance on the PAO Development Committee

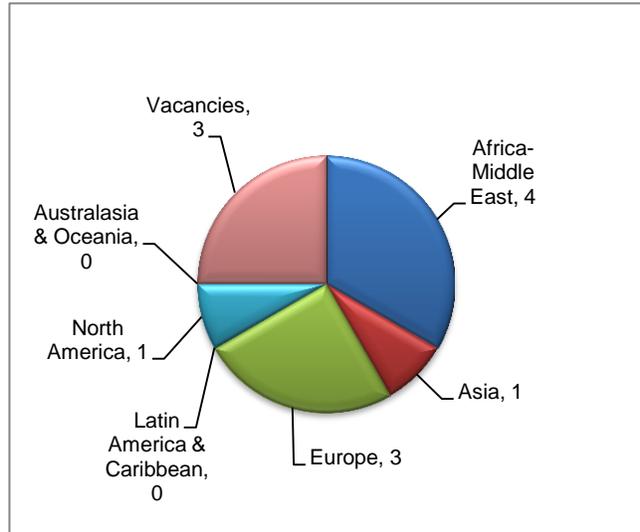
How can your candidate(s) strengthen the professional diversity of the PAO Development Committee in 2015? The following types of professionals will continue their service on the committee in 2015:

Professional Classification	
Big 4	2
Other International Network	1
Consultant	1
IFAC Member Staff	4
Government	1
Vacancies	3
Total	12

Geographic Balance

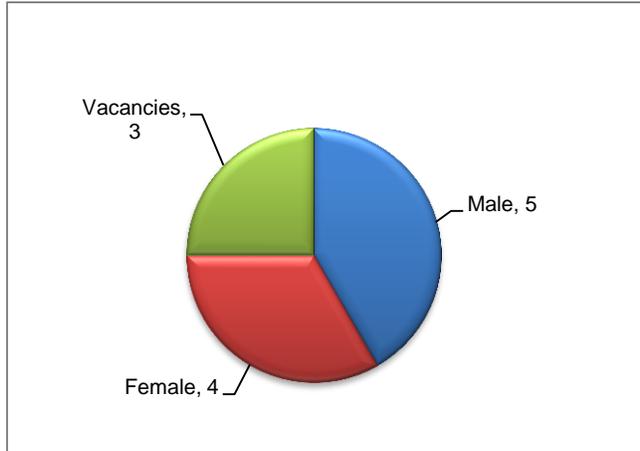
In recognition of the need for geographic representation, the PAO Development Committee is comprised of 6 members each representing one of the 6 geographical regions of the world: Africa–Middle East, Asia, Australasia–Oceania, Europe, Latin America–Caribbean, and North America (referred to as Regional Members); and 6 At–Large Members.

For 2015, the Nominating Committee will seek to recommend the appointment of 3 members as follows—2 Regional Members: 1 representing Australasia–Oceania, and 1 representing Latin America; and 1 At–Large Member from any of the 6 regions of the world.



Gender Balance

The Nominating Committee is committed to improving gender balance on the PAO Development Committee. For 2015, the Nominating Committee will seek to continue to retain the gender balance on the PAO Development Committee.



Requirements of Membership

Time Requirements

Members will be required to attend and participate in at least 3 meetings/events per year, each with duration of 2 to 3 days. Members of the PAO Development Committee also represent IFAC on the IFAC Donor MOSAIC Steering Committee, meetings of which take place twice a year directly following or preceding PAO Development Committee meetings. Consultation and participation between formal meetings should also be expected, particularly regarding projects in progress. The total estimated time commitment is approximately 250 hours per year, including meetings, preparation, and travel.

Members will have to spend additional 100–200 hours per year between meetings (a) participating in task forces, (b) on outreach/advocacy activities, including specific guidance or assistance to PAOs (development of Action Plans, application for IFAC membership, etc.), and (c) on the development of tools and guidance.

Members may also have to spend additional time consulting with IFAC Members in their region to discuss agenda matters and seek input.

Candidates may be asked to verify that their employer fully supports their membership and will ensure time is made available to adequately fulfill these requirements.

Summary of Time Commitment

- Members attend all formal meetings of the PAO Development Committee and the MOSAIC Steering Committee each year
- Additional time may be required for task forces, PAO outreach assistance, and meetings with donor organizations
- Estimated time commitment is approximately 250 hours per year and an additional 100–200 hours per year for task force work, PAO outreach assistance, and meetings with donor organizations

Performance

PAO Development Committee members are evaluated each year under the Volunteer Performance Program. Assessment of their performance with regard to meetings is based on attendance, preparation, and input. Furthermore, the contribution of members beyond formal committee meetings, such as in task forces, PAO outreach, and meetings with donor organizations, is an important factor. The Nominating Committees uses the results of the assessment to decide whether to recommend candidates for reappointment and for leadership opportunities.

Financial and Visa Requirements

Costs of attending PAO Development Committee meetings are borne by the member's nominating organization. If a member wishes to bring a technical advisor to any meeting, these costs are also borne by the member's nominating organization. Please refer to [page 12](#) to learn more about and determine eligibility for the Travel Support Program for Board and Committee Members.

Members are responsible for making their own visa arrangements for international travel. IFAC will only provide visa support letters.

CALL FOR NOMINATIONS

PAO Development Committee Rotation Schedule 2014								Term Ending (X) Eligible for reappointment (X1)		
Chair	Gender	Region	Country	Nominating Organization	Prof. Class.	Member Type	Service	2014	2015	2016
Kigen (Chair, 2014- 2016)	F	A-ME	Kenya	ICPAK	Member Staff	Regional A-ME	2014			X1
Members	Gender	Region	Country	Nominating Organization	Prof. Class.	Member Type	Service	2014	2015	2016
Al-Qenae	M	A-ME	Kuwait	KAAA	P-Big 4	At Large 1	2013		X1	
Ayon	M	LA	Panama	CCPAP	P-Big 4	Regional LA	2012	X1		
Bunjaku	F	EU	Kosovo	SCAAK	Member Staff	Regional EU	2011			X
Daniels	M	A-ME	South Africa	SAIPA	Member Staff (SMP/SME)	At Large 2	2013		X1	
Edwards	M	EU	UK	CCAB (CIPFA)	Member Staff	At Large 3	2014			X1
Herath	M	AS	Sri Lanka	ICASL	P-Big 4	Regional AS	2013		X1	
Kamela- Sowinska	F	EU	Poland	AAP	Academic	At large 4	2009	X		
Kayemba	F	A-ME	Uganda	ICPAU / ACCA	Government	At large 5	2014			X1
Mataragiu	F	EU	Romania	CFAR	P-OIN	At Large 6	2010		X	
Mohotti (Deputy Chair, 2014)	F	AU ⁷	Australia	CIMA	PAIB-LE	Regional AU	2012	X1		
Precourt	M	NA	Canada	CGA CA	Consultant	Regional NA	2011			X
Total								3	4	5

⁷ Represents AU region; however, nominating organization is headquartered in the EU.

Professional Accountants in Business Committee

Overview

Committee Size:	18 Members
Vacancies for 2015:	7 Members Included in the above are 4 current members who are eligible for reappointment
Who Can Nominate:	IFAC Members
Approval Required:	IFAC Board

About the PAIB Committee

The Professional Accountants in Business (PAIB) Committee serves IFAC Members and the more than one million professional accountants worldwide who are employees, consultants, and self-employed owner-managers or advisers in commerce, industry, financial services, education, and the public and not-for-profit sectors.

Learn More about the PAIB Committee

The following information can be accessed on the [PAIB Committee homepage](#):

- Terms of Reference
- Activities and Interest Areas
- Meeting Materials
- Publications and Resources
- PAIB Strategy and Work Plan
- Current PAIB Member Bios

The PAIB Committee Strategic Priorities

The PAIB strategic plan focuses on achieving the following objectives:

- Increasing awareness of the important roles professional accountants play in creating, enabling, preserving, and reporting value for organizations and their stakeholders
- Supporting IFAC Members in enhancing the competence of their members to fulfill those roles by facilitating the communication and sharing of good practices and ideas

This vision is a key component of delivering IFAC's wider vision, which recognizes the global accountancy profession as a valued leader in the development of strong and sustainable organizations, financial markets, and economies.

Competent and Versatile: How Professional Accountants in Business Drive Sustainable Organizational Success supports IFAC and its members in promoting PAIBs. This publication has recently been supplemented by the development of the discussion paper, *The Role and Expectations of a CFO, A Global Debate on Preparing Professional Accountants for Finance Leadership*. This paper captures the key requirements and expectations of the CFO role and highlights what professional accountants and their professional accountancy organizations can do to prepare for leadership roles in finance.

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The committee also supports IFAC to share knowledge and develop reports, surveys, and principles-based International Good Practice in the following areas of strategic importance:

- Governance and ethics
- Risk management and internal control
- Sustainability and corporate responsibility
- Financial and performance management
- Business reporting

PAIB activities also contribute to IFAC's role of speaking out on public interest issues.

An important aspect of PAIB Committee membership is to support IFAC in its collaborative relationships with external bodies, which may involve some members working closely with staff to represent IFAC. Collaborative work is currently being undertaken with the International Integrated Reporting Council (IIRC); the Organization for Economic Co-operation and Development (OECD); the Prince's Accounting for Sustainability (A4S) Project; the Economics of Ecosystems and Biodiversity (TEEB) Business Coalition; the Committee of Sponsoring Organizations of the Treadway Commission (COSO); the International Organization for Standardization (ISO) project group on risk management; and the Climate Disclosure Standards Board (CDSB), among others.

Structure of Service Delivery to PAIBs

The PAIB Committee is comprised of 18 volunteers who have experience and expertise in the world of business and the public sector. The committee acts primarily as a strategic advisory body of PAIBs to support the development of the PAIB Strategy and Work Plan. Therefore, committee members should bring an understanding of the demands and needs of organizations and the wider business environment, thereby providing important context to the strategic planning process. Nominees should be of an appropriate standing and prepared/able to mobilize IFAC Members and other networking support to ensure that they can contribute an informed strategic perspective.

Project development is undertaken by advisory groups chaired by committee members and involving outside expertise and wide collaboration between IFAC Members to ensure high-quality, relevant, and timely output in the topic areas.

Database of Experts

IFAC maintains a database of experts in the areas of strategic importance (as noted above). IFAC stakeholders who are not directly involved in the PAIB Committee are encouraged to forward the names of experts who wish to be involved in these areas to Stathis Gould, Head of PAIB, at StathisGould@ifac.org.

General Qualifications for Nominees

Membership

The PAIB Committee comprises 18 members.

There are 7 vacancies on the PAIB Committee in 2015, for 4 of which current members are eligible to be reappointed for a second term of service.

Although current members are often renominated and—if considered appropriate—recommended for reappointment, it is uncertain whether they will be re-nominated. The Nominating Committee therefore encourages nominations of highly qualified candidates from the Australasia–Oceania, Latin America–Caribbean, and North America regions.

Experience

The Nominating Committee is looking for individuals with a corporate or public sector background in large organizations or small- and medium-sized entities. Ideally, they will recognize the importance of accountancy professionalism to the success of organizations, and be an advocate for the role of the PAIB. English proficiency (both written and oral) is essential.

Knowledge of and experience with good practice and thought leadership in the following areas is desirable:

- Enhancing the contribution of PAIBs as finance leaders
- Effective corporate governance, risk management, and internal control
- Strategic performance management
- Business (including integrated and sustainability) and financial reporting, specifically considering how it can be further improved in practice

Professional Balance on the PAIB Committee

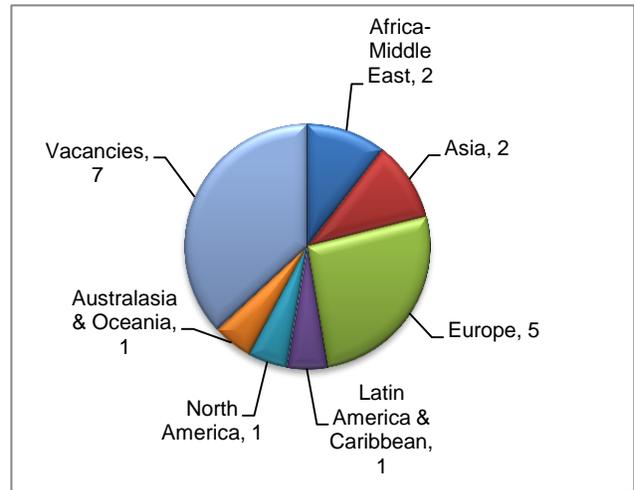
How can your candidate(s) strengthen the professional diversity of the PAIB Committee in 2015? The following types of professionals will continue their service on the PAIB Committee in 2015:

Professional Classification	
Consultant	2
Government	1
IFAC Member Staff	2
PAIB–Large Entity	5
PAIB–Small and Medium Entity	1
Vacancies	7
Total	18

Geographic Balance

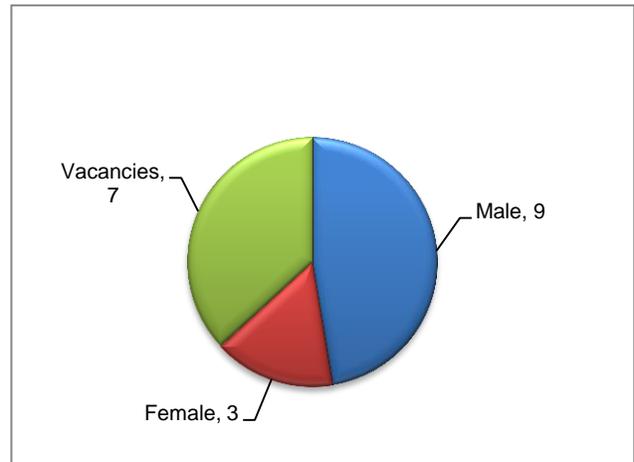
The Nominating Committee’s goal is to maintain global representation among 6 regions of the world: Africa–Middle East, Asia, Australasia–Oceania, Europe, Latin America–Caribbean, and North America.

Although each candidate will ultimately be selected on the basis of experience, the Nominating Committee is interested in receiving nominations from Australasia–Oceania, Latin America–Caribbean, and North America.



Gender Balance

The Nominating Committee is committed to improving gender balance on the PAIB Committee. For 2014, the Nominating Committee will seek to continue to reduce the gender imbalance. Nominations of women to the PAIB Committee are therefore strongly encouraged.



Requirements of Membership

Time Requirements

The PAIB Committee meets at least twice per year, each meeting lasting 2 to 3 days. Conservatively, this will amount to 150 hours per year, including meetings, preparation, and travel.

Between meetings, members are expected to work closely with staff on at least one project. Communication relating to projects is mostly by email, Skype, or telephone conference. The members are also encouraged to lead a project and to draw upon resources from their nominating organizations to support them.

Members may have to spend additional time consulting with their nominating organization to discuss agenda matters and seek input.

Candidates may be asked to verify that their employing organization fully supports their membership and will ensure time is made available to adequately fulfill these requirements.

Summary of Time Commitment

- Members attend 2 meetings of the PAIB Committee each year
- Additional time required for advisory groups
- Estimated time commitment is approximately 150 hours per year, and an additional 50–100 hours per year for advisory group work

Technical Support

The nominating organization may choose to provide the member with a technical advisor who provides an important communication link back to the nominating organization. The technical advisor is also encouraged to work closely with the staff on project development.

Performance

PAIB Committee members are evaluated each year under the Volunteer Performance Program. Assessment of performance with regard to meetings is based on attendance, preparation, and input. Furthermore, the contribution of members beyond formal committee meetings, such as advisory groups is an important factor. The Nominating Committees uses the results of the assessment to decide whether to recommend candidates for reappointment and for leadership opportunities.

Financial and Visa Requirements

Costs of attending PAIB Committee meetings are borne by the member's nominating organization. If a member wishes to bring a technical advisor to any meeting, these costs are also borne by the member's nominating organization. Please refer to [page 12](#) to learn more about and determine eligibility for the Travel Support Program for Board and Committee Members.

Members are responsible for making their own visa arrangements for international travel. IFAC will only provide visa support letters.

CALL FOR NOMINATIONS

PAIB Committee Rotation Schedule 2014							Term Ending (X) Eligible for Reappointment (X1)		
Chair	Gender	Region	Country	Nominating Organization	Prof. Class.	Service	2014	2015	2016
Tilley (Chair, 2014-2016)	M	EU	UK	CIMA	Member Staff	2014			X1
Members	Gender	Region	Country	Nominating Organization	Prof. Class.	Service	2014	2015	2016
Andrews	F	EU	UK (AU)	ACCA	PAIB-LE	2011			X
Brooks	F	NA	Canada	CICA	PAIB-LE	2009	X		
Cahill (Deputy Chair, 2014)	M	AU	Australia	ICAA / CPA AU	R-PAIB-LE	2009	X		
Chiu	F	AS	Hong Kong	HKICPA	PAIB-LE	2009	X		
Evans (Hugh)	M	EU	UK	CIMA	R-P-Big 4	2012	X1		
Evans (Joyce)	F	NA	Canada	CGA CA	Government	2013		X1	
González Lima	M	LA	Mexico	IMCP	PAIB-LE	2014			X1
Johnson	M	EU	UK	ACCA	PAIB-LE	2011			X
Kapteijn	F	EU	Netherlands	NBA	Consultant	2011			X
Kunaka	M	A-ME	Zimbabwe	ICAZ	Member Staff	2014			X1
Labuschagne	M	A-ME	South Africa	SAICA	PAIB-LE	2013		X1	
Lusvarghi	M	EU	Italy	CNDCEC	PAIB-SME	2010		X	
Raman	M	AS	India	ICAI-Cost Accountants	Consultant	2010		X	
Rushby	M	EU	UK	CCAB (ICAEW)	Government	2012	X1		
Scaletta	M	NA	Canada	CMA CA	Member Staff	2012	X1		
Schneider	M	NA	USA	AICPA	PAIB-LE	2012	X1		
Suttar	M	AS	Pakistan	ICAP	PAIB-LE	2011			X
Total							7	4	7

Small and Medium Practices Committee

Overview

Committee Size:	18 Members
Vacancies for 2015:	Chair (the current chair is eligible for reappointment) 6 Members Included in the above are 2 current members who are eligible for reappointment
Who Can Nominate:	IFAC Members
Approval Required:	IFAC Board

About the SMP Committee

The Small and Medium Practices (SMP) Committee focuses on the issues faced by professional accountants operating in SMPs, as well as professional accountants who provide services to small- and medium-sized entities (SMEs).

The SMP Committee has four primary objectives:

- To provide input into the development of international standards of accounting, assurance and auditing, and ethics to help ensure that the standards are relevant and proportionate from a SMP and SME perspective.
- To participate in IFAC's Public Policy and Regulation (PPR) activity insofar as it has an impact on SMPs and SMEs.
- To provide practical support by developing and facilitating the sharing and development of resources and tools. These resources and tools are aimed primarily at helping IFAC Members to raise the capacity of SMPs (a) to efficiently implement international standards, (b) to proficiently manage their practices, and (c) to remain relevant and competitive by developing their ability to offer business advisory services.
- To raise the visibility and voice of SMPs and SMEs through communication and outreach activities.

Learn More about the SMP Committee

The following information can be accessed on the [SMP Committee homepage](#):

- Terms of Reference
- Activities and Interest Areas
- Meeting Materials
- Publications and Resources
- SMP Strategy and Work Plan
- Current SMPC Member Bios

The SMP Committee Strategic Priorities

The SMP Committee Strategy and Work Plan for 2013–2016 provides for added emphasis on the timely and robust input to IFAC's PPR activities and standard setting as well as an increased focus on facilitating the development and sharing among IFAC Members of resources and tools, especially those that support the implementation of auditing and review engagement standards. The committee also expects to continue to help IFAC key stakeholders position and equip their SMPs to provide effective business support to the SME sector.

General Qualifications for Nominees

Membership

The SMP Committee comprises 18 members. There are 6 vacancies on the committee in 2015 for which 2 current members are eligible to be reappointed for a second term of service.

Additionally, there is a vacancy for the SMP chair position. The current chair is eligible for reappointment. See [page 47](#).

Although current members are often renominated and—if considered appropriate—recommended for reappointment, it is uncertain whether they will be renominated. The Nominating Committee therefore encourages nominations of highly qualified candidates from the Asia, Australasia–Oceania, Latin America–Caribbean, and North America regions.

Experience

The Nominating Committee welcomes nominations from individuals in SMPs, professional accountants working in SMEs, IFAC Member Staff, and academics currently involved with SMP/SME issues. The Nominating Committee is particularly interested in individuals with the following knowledge and experience:

- An understanding of how SMPs/SMEs can cost-effectively implement the International Standards on Auditing (ISAs), the International Financial Reporting Standards (IFRSs) for SMEs, and/or the Code of Ethics for Professional Accountants (the Code)
- Expertise in SME policy and regulation
- Experience with national standard-setting process
- Experience with assurance and related services that address financial reporting, other than the audit (reviews, compilation, agreed upon procedures, etc.).

The Nominating Committee also seeks individuals with knowledge of resources and tools that help SMPs implement international standards, manage their practices, and provide business support services to clients. English proficiency (both written and oral) is essential.

CALL FOR NOMINATIONS

Professional Balance on the SMP Committee

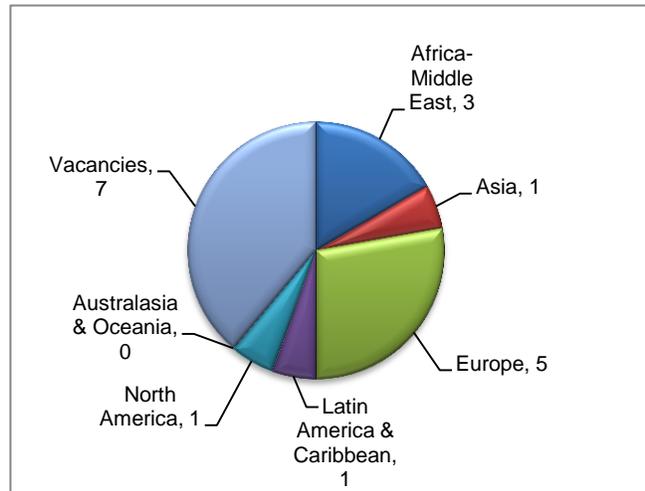
How can your candidate(s) strengthen the professional diversity of the SMP Committee in 2015? The following types of professionals will continue their service on the committee in 2015:

Professional Classification	
Small- and Medium-Sized Practice	9
IFAC Member Staff	1
Academic	1
Vacancies (including the chair)	7
Total	18

Geographic Balance

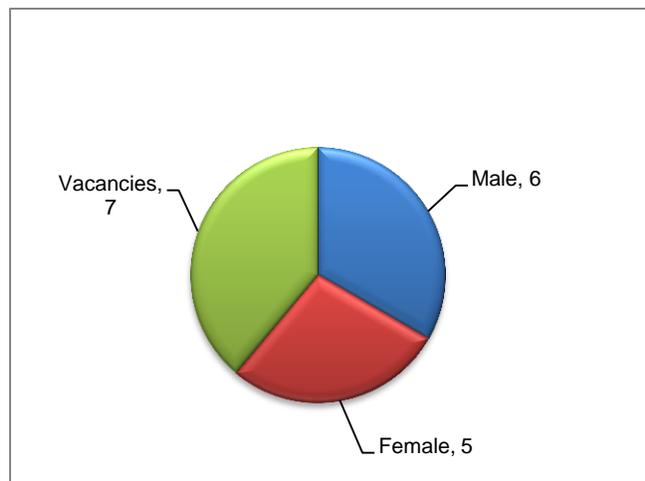
The Nominating Committee’s goal is to maintain global representation among 6 regions of the world: Africa–Middle East, Asia, Australasia–Oceania, Europe, Latin America–Caribbean, and North America.

Although each candidate will ultimately be selected on the basis of experience, for 2015 the Nominating Committee is particularly interested in receiving nominations from Asia, Australasia–Oceania, Latin America–Caribbean, and North America.



Gender Balance

The Nominating Committee is committed to improving gender balance on the SMP Committee. For 2015, the Nominating Committee will seek to continue to retain the gender balance on the SMP Committee.



Requirements of Membership

Time Requirements

The SMP Committee holds 2 to 3 meetings per year, each of 2 days' duration. The total estimated time commitment is approximately 175 hours per year, including meetings, preparation, and travel.

In addition, members will also be expected to participate in SMP Forums, at least 1 per year, and occasionally present the committee's activities at conferences and seminars. Members are also expected to participate in task forces and work on additional projects. These require additional time commitment of 50–100 hours per year.

Members may have to spend additional time consulting with their nominating organization to discuss agenda matters and seek input.

Candidates may be asked to verify that their employer fully supports their membership and will ensure time is made available to adequately fulfill these requirements.

Summary of Time Commitment

- Members attend 2–3 meetings of the SMP Committee each year
- Participation in SMP Committee events (e.g., forums) is expected and presentations at conferences are encouraged
- Additional time for projects between meetings
- Estimated time commitment is approximately 175 hours per year, and an additional 50–100 hours per year for projects

Technical Support

Members who are SMPs will especially benefit from access to the technical resources of the nominating organization. The nominating organization is encouraged to provide technical support, where possible, by appointing a technical advisor who accompanies the member to meetings and/or by granting access to its technical resources in between the meetings.

Performance

SMP Committee members are evaluated each year under the Volunteer Performance Program. Assessment of their performance with regard to meetings is based on attendance, preparation, and input. Furthermore, the contribution of members beyond formal committee meetings, such as in task forces, is an important evaluating factor. The Nominating Committees uses the results of the assessment to decide whether to recommend candidates for reappointment and for leadership opportunities.

Financial and Visa Requirements

Costs of attending SMP Committee meetings are borne by the member's nominating organization. If a member wishes to bring a technical advisor to any meeting, these costs are also borne by the member's nominating organization. Please refer to [page 12](#) to learn more about and determine eligibility for the Travel Support Program for Board and Committee Members.

Members are responsible for making their own visa arrangements for international travel. IFAC will only provide visa support letters.

Chair of the Small and Medium Practices Committee

Introduction

At the end of 2015, the position of SMP Committee chair is due for rotation. The chair is appointed by the Board for a 3-year term commencing January 1, 2015. This is a voluntary position for which the annual time commitment is estimated at 500 hours. IFAC will reimburse travel expenses for approved representational activities necessary for fulfilling the role of SMP Committee chair.

The chair reports to the Board and IFAC Chief Executive Officer. The chair works closely with the relevant director and staff. The Nominating Committee reviews the chair's performance each year, based on evaluations by the SMP Committee members.

The Requirements for the SMP Committee Chair

The SMP Committee chair must achieve results while maintaining harmony among members' views and following due process, while also fulfilling several interrelated roles:

Leader of the SMP Committee

- Provide leadership in development and implementation of strategic objectives, initiatives, and action plans.
- Lead the SMP Committee towards achievement of its strategic objectives and ensure the output is of high quality, including compliance with due process, and meets the expectations of those affected by the work of the SMP Committee.
- Actively identify and evaluate the impact of emerging issues on the accountancy profession in order to provide direction to the work of the SMP Committee.
- Chair the SMP Committee meetings and ensure they are conducted properly. This responsibility includes, among others:
 - approving the agenda and minutes prior to distribution;
 - encouraging and promoting open, candid discussions and debate;
 - ensuring members' views are duly considered and conclusions are mutually agreed upon;
 - effectively using time by prioritizing issues; and
 - ensuring proper meeting procedures are administered.
- Proactively lead debate and seek consensus, where possible, on solutions relating to contentious matters being addressed by the SMP Committee. Utilize the necessary technical expertise on significant matters.
- Assess the performance of the SMP Committee and its members on an annual basis and report thereon to the Nominating Committee. Provide constructive feedback on the assessment to the SMP Committee members.
- Update the IFAC Board on the SMP Committee's progress and plans on a regular basis.
- Ensure the committee's processes and organization suit the emerging needs of IFAC and the global profession.

Spokesperson and Representative

- Act as a primary spokesperson for the SMP Committee enabling, encouraging, and promoting a deeper understanding by stakeholders and the public of strategic objectives, and activities of the committee.
- Actively promote the identity, objectives, activities, and output of the SMP Committee in the public forums, and other meetings with IFAC stakeholders.

Liaison

- Act as the primary liaison with the Board and other boards/committees, as well as other key stakeholders, ensuring the views of the Board and the SMP Committee are appropriately aligned, represented, and communicated consistently to the public.
- Liaise with the independent Standard-Setting Boards as appropriate.
- Actively participate in meetings of board and committee chairs and of the Board as required.
- Represent the SMP Committee at other external meetings as appropriate.

Criteria and Selection Process

The successful candidate should have very significant and senior experience and will be well recognized within the accountancy profession. He or she will have effective leadership, communication, and strategic skills; demonstrated technical and professional competency; and a commitment to the SMP Committee and its objectives. In addition, the following criteria apply for selection of an SMP Committee chair:

- Effective facilitation skills and ability to listen and consider the views of others
- Strong understanding of current and emerging issues
- Effective public speaking skills
- Effective time management skills
- Strong established bonds with key constituents and stakeholders
- Effective networking and relationship building skills
- Strong analytical and negotiating skills
- Outputs-focused
- Consultative and judicious decision-making
- Ability to promote and work in a collegial atmosphere

CALL FOR NOMINATIONS

SMP Committee Rotation Schedule 2014							Term Ending (X) Eligible for Reappointment (X1)		
Chair	Gender	Region	Country	Nominating Organization	Prof. Class.	Service	2014	2015	2016
Attolini (Chair, 2012-2014)	M	EU	Italy	CNDCEC	P-SMP	2008	X1		
Members	Gender	Region	Country	Nominating Organization	Prof. Class.	Service	2014	2015	2016
Aboo	M	A-ME	Kenya	ICPAK	P-SMP	2012*			X1
Agrawal	M	AS	India	ICAI-Chartered Accountants	P-SMP	2013		X1	
Au	M	AS	Hong Kong	HKICPA	P-SMP	2009	X		
Bagshaw	F	EU	UK	CCAB (ICAEW)	Member Staff	2013		X1	
Black	M	AU	Australia	ICAA/CPA AU	P-SMP	2009	X		
Bluhm (Deputy Chair, 2013)	M	NA	USA	AICPA	P-SMP	2009	X		
Ibis	M	EU	Turkey	TURMOB/EAAT	Academic	2012*			X1
Chen	F	AS	China	CICPA	Member Staff	2012	X1		
Cowperthwaite	M	NA	Canada	CICA	P-SMP	2012	X1		
Foerster	F	LA	Brazil	IBRACON/CFC	P-SMP	2014			X1
McGeachy	F	NA	Canada	CGA CA	P-SMP	2013		X1	
Ngwira	F	A-ME	Malawi	SAM/ACCA	P-SMP	2010		X	
Noodt	M	EU	Germany	IDW/WPK	P-SMP	2010		X	
Okwuadigbo	M	A-ME	Nigeria	ICAN	P-SMP	2012*			X1
Olsson	M	EU	NRF(Sweden)	NRF	P-SMP	2012*			X1
Saeyns	F	EU	Belgium	IRE	P-SMP	2010		X	
Toma	M	EU	Romania	CECCAR /CNDCEC /ICPAI	P-SMP	2009	X		
Total							7	6	5

*Eligible for one-year reappointment as service started in 2012.

Nominating Committee

Overview

Committee Size:	2 Ex-officio members, and no fewer than 4 Ordinary members, of whom no more than 2 may be IFAC Board members
Vacancies for 2015:	2 members of whom 1 represents LA and 1 A-ME; 1 member could be Board member Included in the above are 2 current members (1 LA, 1 A-ME) who are eligible for reappointment
Who Can Nominate:	IFAC Members
Approval Required:	Endorsement by the IFAC Board and approval by the IFAC Council and Public Interest Oversight Board (PIOB)

Membership

The Nominating Committee is composed of 2 ex-officio members (the IFAC President and the IFAC Deputy President), and no fewer than 4 ordinary members, of whom no more than 2 may be Board members. In recognition of the need for geographic representation, each Nominating Committee member represents one of the 6 geographical regions of the world.⁸

Ordinary members have to be members of an IFAC Member, and are appointed by the Council upon the recommendation of the Board, and are subject to the PIOB's approval. No more than 2 ordinary members may be current Board members. The term of service for ordinary members is 2 years with the maximum term of service of 4 years.

For 2014, an additional ordinary member, representing the North America region, was appointed for one-year term to address the lack of small- and medium-sized practice (SMP) representation on the Nominating Committee.

Based on the regional nature of the Nominating Committee's composition, the region of the Deputy President selected for 2015 will have an impact on regional targets for ordinary members.

There are 2 vacancies on the Nominating Committee in 2015; both of the current incumbents are eligible for reappointment for a second term of service.

Although current members are often re-nominated and—if considered appropriate—recommended for reappointment, it is uncertain whether they will be renominated. The Nominating Committee therefore encourages nominations of highly qualified candidates from the Africa–Middle East and Latin America–Caribbean regions.

⁸ The IFAC President is regarded as not representing any region, recognizing his/her status as independent chair.

About the Nominating Committee

The Nominating Committee makes recommendations to the Board, Council, and PIOB, as appropriate, regarding the composition of the independent Standard-Setting Boards, Board, Compliance Advisory Panel, and IFAC committees in accordance with the IFAC Constitution and Bylaws.

The Nominating Committee is guided by the need for transparency in its decision-making process balanced with issues of privacy and propriety in order to maintain a respectful, fair and judicious environment. While it must have discussions amongst committee members and other parties of a proprietary nature, it must also ensure that discretion is maintained. The committee seeks to achieve transparency via periodic reporting to the Board, Council, and PIOB regarding its objectives, the process followed during the nominations cycle, and any significant issues that arise as part of that process.

Learn More about the Nominating Committee

The following information can be accessed on the [Nominating Committee homepage](#):

- Activities of the Nominating Committee
- Terms of Reference
- Fact Sheet
- Current Member Bios

General Qualifications for Nominees

Experience

Nominees should be senior members of an IFAC Member, with considerable international experience. A sound understanding of IFAC’s mission is required. In addition, it is beneficial if nominees have previously served on any of the boards or committees. The Nominating Committee is particularly interested in candidates who previously served on nominating or similar committees in their region, and/or have previous involvement with human resource functions, and have experience in assessing candidates’ skills and qualifications with a high degree of impartiality. English proficiency (both written and oral) is essential.

Professional Balance on the Nominating Committee

How can your candidate(s) strengthen the professional diversity of the Nominating Committee in 2015? The following types of professionals will continue their service on the committee in 2015:

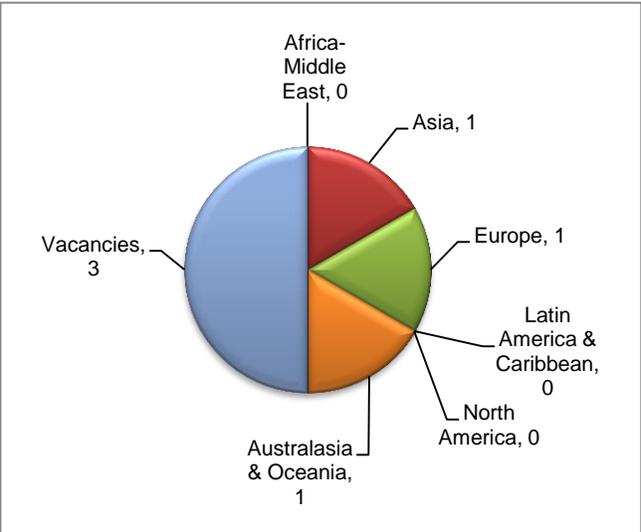
Professional Classification	
P-Big 4	1
Academic	1
Non-Governmental Organization	1
Vacancies	3
Total	6

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Geographic Balance

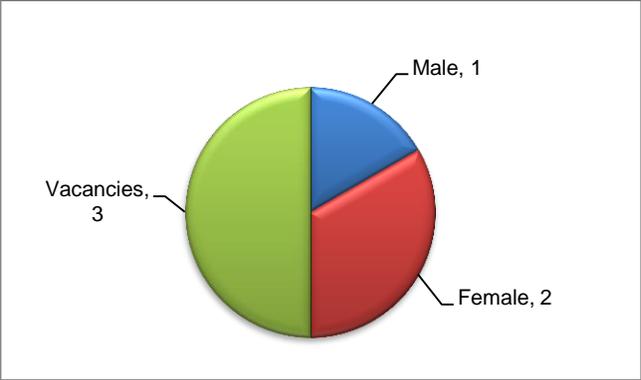
The Nominating Committee's goal is to maintain global representation among 6 regions of the world: Africa–Middle East, Asia, Australasia–Oceania, Europe, Latin America–Caribbean, and North America.

In recognition of the need for geographic representation, the Nominating Committee members each represent one of the 6 geographical regions. Therefore, in 2015, the Nominating Committee will seek to recommend the appointment of 2 members, 1 representing Latin America and 1 representing Africa-Middle East.



Gender Balance

The Nominating Committee is committed to improving gender balance on the Nominating Committee. For 2015, the Nominating Committee will seek to continue to retain gender balance on the Nominating Committee.



Requirements of Membership

Time Requirements

The Nominating Committee meets physically 5 times per year, and approximately 2 times by telephone. The physical meetings are generally 2 days in duration. In addition, members spend time preparing for meetings and conducting interviews with candidates. Conservatively, membership on the Nominating Committee requires 200–250 hours per year, including meetings, preparation and travel.

Summary of Time Commitment

Must participate in 5–7 meetings of the Nominating Committee each year

Total time commitment is approximately 200 –250 hours per year

CALL FOR NOMINATIONS

Performance

Nominating Committee members are evaluated each year under the Volunteer Performance Program. Assessment of their performance with regard to meetings is based on attendance, preparation, and input. Furthermore, the contribution of members beyond formal committee meetings is an important evaluating factor. The Nominating Committees uses the results of the assessment to decide whether to recommend candidates for reappointment and for leadership opportunities.

Financial and Visa Requirements

Costs of attending Nominating Committee meetings are borne by the member's nominating organization. Please refer back to [page 12](#) to learn more about and determine eligibility for the Travel Support Program for Board and Committee Members.

Members are responsible for making their own visa arrangements for international travel. IFAC will only provide visa support letters.

CALL FOR NOMINATIONS

Nominating Committee Rotation Schedule 2014								Term Ending (X) Eligible for Reappointment (X1)	
Ex-Officio Members	Gender	Region	Country	Nominating Organization	Prof. Class.	Member Type	Service	2014	2015
Allen (President)	M		New Zealand	NZICA	P-Big 4	Ex Officio	2011	X	
Kirtley (Deputy)	F	NA	United States	AICPA	Consultant	Ex Officio	2013	X1	
Ordinary Members	Gender	Region	Country	Nominating Organization	Prof. Class.	Member Type	Service	2014	2015
Anton	M	NA	USA	AICPA	P-SMP	Ordinary (temporary)	2014	X1	
Elorietta	F	LA	Brazil	CFC/IBRACON	P-Big 4	Board Member	2013	X1	
Katto	M	A-ME	Uganda	ICPAU/ACCA	FSR	Board Member	2013*	X1	
Loveridge	F	AU	Australia	ICAA/CPA AU	P-Big 4	Ordinary	2014		X1
Tsui	F	AS	Hong Kong	HKICPA	Academic	Ordinary	2012		X
Tweedie	M	EU	UK	CCAB (ICAS)	NGO	Ordinary	2012		X
Total								5	3

*Eligible for one-year reappointment as served in 2011 for one-year term.

Appendix A: Definition of Practitioners and Non-Practitioners

The Nominating Committee considers the professional balance on the IFAC Board and committees. The below criteria is used to classify candidates as practitioners and non-practitioners.

Practitioners

A practitioner is a member or an employee of an audit practice firm. IFAC classifies candidates from such firms into the following 4 categories of practitioners:

- Practitioner–Big 4
- Practitioner–Other International Networks
- Practitioner–Large National Firm
- Practitioner–Small- and Medium-Sized Practices

Even though audit practice firms can provide a variety of professional services other than auditing, all of their employees are considered practitioners for the purposes of this classification. Individuals who are not providing auditing services, but for example other assurance services or business advisory services, are designated as practitioners because their employment relationship places them in a position where they have an interest in the economic results for the firm as a whole.

Non-Practitioners

A non-practitioner is not a member or an employee of an audit practice firm. Former members or employees of such firms can only be regarded as non-practitioners after 3 years have elapsed since ceasing membership in or employment by the firm. However, the PIOB has the authority to reduce that period, on a “comply or explain basis,” to no less than 1 year. The category of non-practitioners is a broad one; it includes professionals from academia, the government, the public sector, international agencies, development banks, and other organizations related to the accounting profession. Professional Accountants in Business (PAIBs) are also considered non-practitioners. Non-practitioners may also be individuals who are not professional accountants. The non-practitioner category includes the following, based on backgrounds or occupations:

- Academic
- Development Bank
- Financial Services Regulator
- Government
- Non-Governmental Organization
- Standard-Setter Staff
- Consultant
- International Agency
- IFAC Member Staff (see guidance below)
- PAIB–Large Entity
- PAIB–Small- and Medium-Sized Enterprise

CALL FOR NOMINATIONS

- Public Sector–Auditor
- Public Sector–Preparer
- Retired–PAIB–Large Entity
- Retired Practitioner–Big 4
- Retired–Other
- Other

IFAC Member Staff Classification

Classification of IFAC Member Staff as non-practitioner or practitioner is based on a detailed review by the Nominating Committee of the information in the candidate's nomination form and membership statistics. As a general rule:

1. IFAC Member Staff can be regarded as a non-practitioner only after 3 years have elapsed since ceasing membership in or employment by an accounting firm.

If the IFAC Member Staff is a retired partner, the Nominating Committee will consider whether the IFAC Member Staff's obligations to the audit firm or the audit firm's obligations to the IFAC Member Staff may require the IFAC Member Staff to be regarded as a practitioner, despite the fact that 3 years have elapsed since ceasing membership in the audit firm.

2. IFAC Member Staff can be regarded as a non-practitioner if the percentage of the Member's membership in public practice is fewer than 50% and the Member's revenue from public practice membership fees (individual or firms) is less than 50%. If any of these percentages are more than 66%, the IFAC Member Staff is regarded as a practitioner. If the percentage is between 50% and 66%, the Nominating Committee will determine how to classify the IFAC Member Staff after considering the combined effect of (1) and (2) and any other relevant factors.

A member's membership in public practice and revenue from public practice membership fees are calculated based on the annual membership statistics received from IFAC Members and takes account only of the statistics relating to active members and excludes retirees and students.

Appendix B: Instructions for Submitting a Nomination

The nominations database is located on the [IFAC website](#) and includes features to improve the functionality and effectiveness of the nominations process. Features include the ability to export the nominations form from a portable Excel form to the nominations database. In addition, you are able to save an incomplete or complete nomination form in PDF format for review by the nominee.

Log In to Your Account:

- If you have previously registered on the IFAC website, please enter your email address and password in the indicated fields on the Login page and click the login button.
- If you have forgotten your password, please click on the *Forgot Your Password* link, and your password will be sent to your email address.

Create a New Account:

- If you do not have an account, please create a new account on the [Registration page](#) as follows:
 - Enter your email address and profile information;
 - Save the account information by clicking on the *Create New Account* button; and
 - Go to the link provided in the confirmation email to activate your account and create a password.

Submit a Nomination:

- Once you are registered and logged in, navigate to the [Nominations Database](#) page and then click on *Make a New Nomination*.
- Fill out a separate nomination form for each position for which you would like to nominate a candidate. If you wish to nominate the same candidate for 2 different positions, 2 separate nomination forms should be submitted.
- A nomination form may not be submitted unless all questions are fully answered.
- Each nomination form can be saved as a draft and completed at a later date if needed. Please use the *Save as Draft* option at the end of the Review page of the form. Note that a nomination form is saved automatically if you click on the *Save* button at the end of each section of the nomination form.
- You may also save the nomination form as a PDF file and send it to a nominee to obtain additional information or for review. Please use the *Save as a PDF* option at the end of the Review page of the form.
- Once a nomination form is fully completed, you may review and submit the nomination by using the *Submit to IFAC* option on the Review tab at the end of the Review page of the form. **Once submitted the nomination form is final and cannot be edited.**
- If you wish to obtain information from a nominee before completing the online nomination form, you may use a portable Excel form located on the Nominations Database page. Once the nominee has filled out the Excel form, you can easily upload it to the database and finalize the submission process.

CALL FOR NOMINATIONS

Manage Nominations:

- To manage your existing nominations, navigate to the Nominations Database page. There, you can see the list of nominations that were created with your username. You may edit or delete draft nominations before you submit them to IFAC.
- A single account for all nominations will provide your organization with a complete overview of the nominations for this year and create a history of nominations for subsequent years.
- If you are submitting multiple nominations, you can make copies of any nomination so you do not have to answer questions that apply to all candidates (for example, questions that relate to the nominating organization) multiple times.
- People from your organization, including nominees, will not have access to nominations created from your account. If you wish for a nominee or somebody in your organization to review information you have submitted, you will need to send the nomination form(s) in PDF format.

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