



The Institute of
Chartered Accountants
of Pakistan

CA
PAKISTAN

ICAP's STRATEGIC PLAN 2022-2026

INTRODUCTION

The Institute of Chartered Accountants of Pakistan (the Institute), established under the CA Ordinance 1961, is positioned as the premier accountancy body and regulator of the accountancy profession in Pakistan. It strives to achieve excellence while upholding the principles of integrity, transparency, and accountability. With a special emphasis on digitalization and technology, the Institute is making conscious efforts to achieve the highest standards of excellence in the profession while aiming towards its goal of safeguarding public interest and shaping a sustainable economy.

VISION STATEMENT

The Council in its 361st meeting held on August 26-27 2022, reviewed and approved following revised Vision Statement reflecting the Institute's direction.

“Enabling **professional excellence** while contributing towards **sustainable economic development** and promoting **public trust**”

STRATEGIC THEMATIC AREAS

As a result of rigorous brainstorming sessions, deliberations among designated task forces and consultation with key stakeholders, the Institute has consolidated seven thematic areas. These themes encompass strategic goals and activities which are also aligned with our revised Vision Statement.



1. EDUCATION, TRAINING AND EXAMINATION

The Institute will enhance the quality of its Qualification Framework while also strengthening the overall academic and training experience of its students. Furthermore, focus will be to improve the overall growth and quality of intake. In addition, the Institute will also offer further development opportunities to its students.



2. MEMBERS/STUDENTS SERVICES AND CONNECTIVITY

The Institute will invest strategically to improve the overall quality and efficiency of services offered. The Institute will also play an instrumental role in improving employability of its members and affiliates. In addition to this, top priority will be to focus towards digitalization, international outreach, diversity and inclusion, and availability of an efficient technical help-desk for members.



3. TECHNICAL AND PRACTICE REGULATION

The Institute will ensure rigour in licensing requirements, practice quality, and regulatory reviews. The Institute will keep close tabs on the current trends, technological disruptions and rapid changes occurring within the profession to ensure that it stays ahead of the curve.



4. BRANDING AND OUTREACH

The Institute will explore further avenues for stakeholders' outreach, build stronger brand presence, and uplift quality of the profession to ensure that Chartered Accountants continue to be recognized as the most preferred choice by employers.



5. CONTINUED PROFESSIONAL DEVELOPMENT (CPD) SERVICES

The Institute will invest to provide value-driven CPD services for its members and affiliates across various disciplines and career levels. Using technology, the Institute also will ensure that high-quality CPD opportunities are provided to keep the members and affiliates abreast with the global knowledge and the skillset required for a sustainable career growth.



6. STRATEGIC RELATIONSHIPS AND ADVOCACY

The Institute will continue to build stronger partnerships with relevant government bodies, international accountancy organizations, and other major stakeholders. With the help of several joint initiatives and projects of mutual interest, the Institute will work together with key government organizations to contribute towards shaping robust economic policies.



7. ORGANIZATIONAL DEVELOPMENT AND CULTURE

The Institute will emphasize to cultivate an agile and a performance-oriented culture within the organization having a clear focus on employees' training and development.

The Institute will invest right resources to recruit and retain top talent and also improve the overall governance structure such that it remains in line with the global best practices.



THEMATIC AREA 1:

EDUCATION, TRAINING AND EXAMINATION

- Goal 1** Growth in the high-quality intake
- Goal 2** Enhancing the quality and relevance of the Qualification Framework
- Goal 3** Improving educational experience of the students and supporting students for qualification milestones
- Goal 4** Expanding training opportunities available for students while ensuring the quality of training experience
- Goal 5** Ensuring agility and efficiency of operations of Directorates of Education and Training and Examination

THEMATIC AREA 2:

MEMBERS/STUDENTS SERVICES AND CONNECTIVITY

- Goal 1** Improving Quality of Services for Students
- Goal 2** Improving Quality of Services for Members
- Goal 3** Facilitating employability of Members

THEMATIC AREA 3:

TECHNICAL AND PRACTICE REGULATION

- Goal 1** Extending rigor in ICAP's Licensing requirements, practice quality, and regulatory review
- Goal 2** Improving efficiency and effectiveness of handling disciplinary cases
- Goal 3** Developing strong support on technical standards for members and other professionals

THEMATIC AREA 4:

BRANDING AND OUTREACH

- Goal 1** Enhancing image of the CA qualification and to become the most preferred choice by employers
- Goal 2** Strengthening overseas chapters of ICAP members and building regional partnerships
- Goal 3** Uplifting quality of the profession which commensurate with stakeholders' expectations

THEMATIC AREA 5:

CONTINUED PROFESSIONAL DEVELOPMENT (CPD) SERVICES

- Goal 1** Providing value-driven CPD services, at all levels, for members and affiliates across various disciplines
- Goal 2** Creating flexible and effective post-qualification learning opportunities
- Goal 3** Ensuring compliance with the CPD requirement

THEMATIC AREA 6:

STRATEGIC RELATIONSHIPS AND ADVOCACY

- Goal 1** Strengthening relationship of the Institute with relevant government bodies
- Goal 2** Developing effective relationships with other major stakeholders
- Goal 3** Partnering with other international accountancy bodies

THEMATIC AREA 7:

ORGANIZATIONAL DEVELOPMENT AND CULTURE

- Goal 1** Nurturing agile and performance-oriented culture with a clear focus on employees' development
- Goal 2** Strengthening governance of the Institute
- Goal 3** Recruiting and retaining the top talent