



**DETAILED COMMITTEE TERMS OF REFERENCE AND SKILLS MATRIX**

**2013-2015**

## **1.0 TERMS OF REFERENCES FOR COMMITTEES & SKILLS MATRIX FOR COMMITTEE MEMBERS**

### **1.1 Terms of Reference for the Finance & Strategy Committee (FSC)**

- a) Receive, Review and make recommendations to Council on the Institutes new strategic plans.
- b) Review and recommend appropriate organization structure, staffing and rewarding in order to attract, and retain human talent for achievement of ICPAK long term plans.
- c) Review the Institutes annual work plans and ensure that the same are in sync with the Strategic Plan
- d) Review and make recommendations on the Investment policy and the Investments of the Institute
- e) To consider and review the annual ICPAK budget and to recommend for Council s consideration thereby ensuring that annual plans are consistent with the longer term business plans of the Institute.
- f) Monitor Institutes performance on behalf of Council by reviewing and presenting quarterly performance (both financial & strategic plan) reports to Council with appropriate recommendations
- g) To review the audited financial statements and recommend for Council s approval.
- h) To consider any other matter that may have an impact on the financial sustainability of the Institute and make recommendations to Council.
- i) Advice and make recommendations on the Institute s internal control system for efficiency and review managements adherence to the internal control systems

### **1.2 Skills matrix for FSC**

- An accountant with extensive hands-on knowledge in budget preparation, monitoring and evaluation in comparable or bigger organizations.
- An accountant with extensive knowledge in human resource systems, and performance management systems preferably in knowledge based organizations.
- An accountant with extensive knowledge in financial statement preparation/ external or internal audit functions
- An expert in the areas of strategic planning, implementation and Monitoring and Evaluation of long term organizational plans.

- An expert in areas of investment planning and management and organizational development.

### **1.3 Terms of Reference for Audit, Risk and Compliance Committee (ARC)**

The Audit Risk and Compliance Committee shall monitor on the Council's behalf the efficiency and effectiveness of processes and controls in line with statutory provisions, policies and by laws, with particular focus on:

- a) The effectiveness of the processes of corporate governance;
- b) The scope, results and effectiveness of internal & external audit;
- c) The effectiveness of processes in place for preparation and audit of the annual financial statements;
- d) The effectiveness of internal control and risk management systems;
- e) Compliance with external legislation and policies

### **1.4 Skills matrix for ARC**

Persons nominated to ARC should be trained and have extensive demonstrable knowledge in the following areas;

- Internal & external audit in similar or larger organizations
- Corporate governance among regulators or self regulating professional organizations
- Financial statement preparation including extensive knowledge in the area of financial statement analysis
- Internal control frameworks and risk management systems.

### **1.5 Terms of Reference for Terms of Reference for Professional Standards Committee (PSC)**

The terms of reference for PSC shall include:

- a) Advise council on adoption and or adaptation of financial reporting and auditing standards for mandatory application in Kenya.
- b) Coordinate ICPAKs participation in standard setting process by the International Federation of Accountants
- c) Oversee development of technical guidelines, templates and frameworks on application of professional accounting and auditing standards adopted by Council
- d) Coordinate ICPAK participation in the development of regulations, guidelines by regulators and other agencies in Kenya that have an impact

on accounting standards which affect the conduct of auditing and assurance services, both domestically and internationally.

- e) To discuss financial reporting and auditing related matters in Kenya and to avail necessary expertise in the formulation of policies.
- f) To promote good financial reporting with a particular focus on public interest entities
- g) To work closely with other regulators such as IRA, CBK, CMA, SASRA, RBA in areas of development and monitoring compliance with accounting standards and prudential guidelines as issued from time to time.

### **1.6 Skills Matrix for PSC Members**

- Demonstrable understanding and experience in the application of IFRs, IPSAS, and other standards issued for the accountancy profession.
- Extensive knowledge of Kenyan regulators in the financial services sectors
- Interest in and a commitment to the preparation of exposure drafts and consultation papers of IFAC
- Availability for consultation on technical queries in the operation of standards and local legislations in the preparation of financial statements.

### **1.7 Terms of Reference for the Public Policy & Governance Committee (PPGC)**

The terms of reference for PSC shall include:

- a) Develop and review on an ongoing basis ICPAK's thought leadership agenda aimed at giving ICPAK positive publicity and contribute to the Institute's role in governance and accountability in the Kenyan economy.
- b) Guide and coordinate participation of ICPAK in public policy forums where the Institute's expertise is needed, called for or required in public interest.
- c) Guide and coordinate participation of ICPAK in the preparation, implementation and monitoring of national and county budgets
- d) Review and comment on the government's budget policy statements, finance bills and other proposed bills and legislation
- e) Champion ICPAK's advisory role to the Cabinet Secretary Treasury on accountability and Governance in all sectors of the economy. This includes devolution, county governments.

- f) Maintain stakeholder interactions with partners and non state actors aimed at enhancing ICPAKs lobbying capacity in areas of expertise or in public interest.
- g) Oversee selection of members to represent ICPAK on statutory boards and lobby for positions in the boards of public interest entities.

### **1.8 Skills Matrix for PPGC**

- Experience in public policy in practice and from an academia perspective
- Experience in budget making process and workings of government including policy formulation and implementation
- Experience in governance
- Extensive experience with Kenyan taxation laws and practice

### **1.9 Terms of Reference for the Member Services Committee (MSC)**

- a) To understand member needs and develop recommendations for Council consideration on how to address member needs so identified.
- b) To oversee the implementation of Continuing Professional Development (CPD) policies and guidelines.
- c) To oversee the adoption and implementation of the International Education Standards (IESs)
- d) To oversee development and implementation of CPD calendar
- e) To oversee production and distribution of the Accountant Journal
- f) To develop marketing and member recruitment and retention plans and strategies
- g) To develop sector specific products and services for members such as those in Public Sector, Non Government, Not for Profit Sectors
- h) To develop products for various categories of members such as the young associates (under 35s) etc.
- i) To coordinate continual improvement in quality service provision to members including evaluation of member satisfaction levels

### **1.10 Skills Matrix for MSC**

Members for nomination to MSC should demonstrate skills and experience in;

- Experience working in specific sectors such as high level public sector postings (executive levels), or holding senior/management positions in the private sector.
- Experience in academia at tertiary levels including evidence of academic publications

- Experience in the services sector including customer service, service mapping, customer care and related aspects of service quality
- Experience in production of a professional / academic journal including article reviews, writing and editing

### **1.11 Terms of Reference for the Research and Development Committee (RDC)**

The terms of reference for the Research Development Committee are derived from the mandate of the Institute as provided in the accountants act at section 8b,

To promote research in the subject of accountancy and finance and related matters and the publication of books, periodicals, journals and articles in connection therewith

- a) Receive, review and recommend ICPAK research policy for approval by Council
- b) Provide oversight on the implementation of the annual research plan
- c) Encourage pursuit of research interests among members of the Institute
- d) Identify and collaborate with research institutions for mutual benefit
- e) Receive, review and recommend research proposals, and requests for funding for councils consideration
- f) Support members pursuing research that is beneficial to ICPAK, its members and the accountancy profession

### **1.12 Skills Matrix for RDC**

The RD committee requires persons with the following sets of skills, competencies and experiences

- An academician with extensive experience in the broad area of research
- An accountant-academician from a University ( business school) with several publications and with research interests in the areas of accountancy, finance and business
- A researcher selected from among regulators in the financial services sector
- A person nominated by KASNEB in charge of research and or examinations

### **1.13 Terms of Reference for the Practitioners Development Committee (PDC)**

The terms of reference for the Practitioners Development Committee shall be to:

- a) Coordinate participation of practitioners in shaping development plans by the Institute for members in practice

- b) Consider and if appropriate provide guidelines for consideration by Council on different issues affecting members in practice
- c) Coordinate the identification of work opportunities and the pooling of resources to build capacity of members in practice.
- d) Issue guidelines/ publications aimed at supporting members in public practice.
- e) Oversee the operation of member networks including branches and chapters.
- f) Oversee the engagement with various publics to foster an understanding of the work of a professional accountant

#### **1.14 Skills Matrix for PDC**

The PD committee requires persons with the following sets of skills, competencies and experiences

- A practicing accountant with experience in a large practicing firm
- An accountant in an emerging practicing firm ( medium tier firm)
- Experience in a start up ( small practitioner )
- An Accountant in a firm outside Nairobi
- A person nominated to represent the welfare of branches from among members of a branch