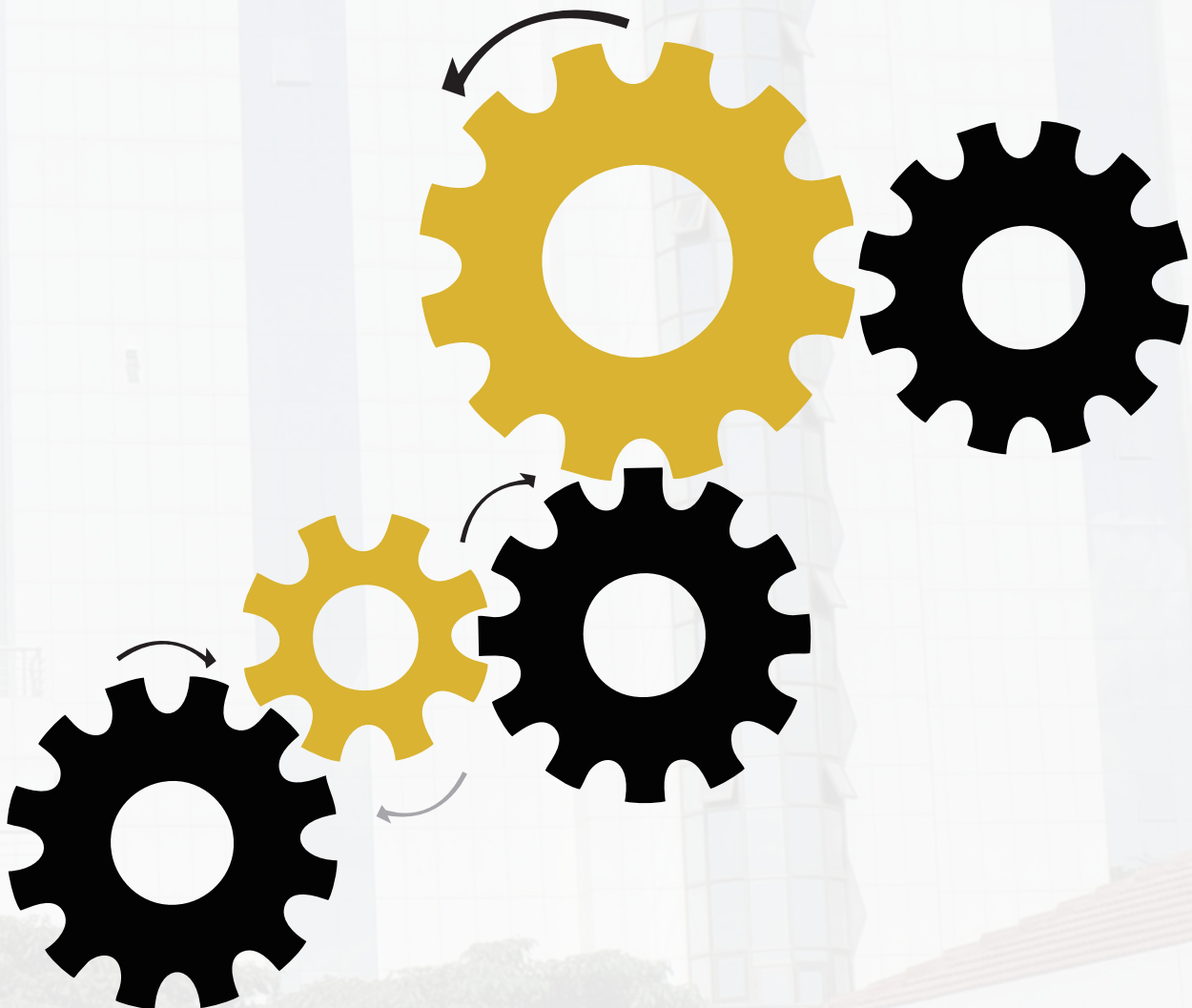




Abridged version

STRATEGIC PLAN

2019 - 2021



LLOYD MASIKA
020 2215900
020 2279000
0722-481504
0728-519443
info@lloydmasika.co.ke
www.lloydmasika.co.ke

TO LET
CPA CENTRE
Banking Hall, Restaurant
& Offices.
LLOYD MASIKA





CPA Centre building

BACKGROUND

The Institute of Certified Public Accountants of Kenya (**ICPAK**) was established in 1978 by the laws of Kenya under CAP 531. The Institute is a member of the Pan-African Federation of Accountants (PAFA) and the International Federation of Accountants (IFAC), the global umbrella body for the accountancy profession. Since its establishment, ICPAK has been dedicated to development and regulation of the Accountancy Profession in Kenya so as to enhance its contribution and that of its members to national economic growth and development. In 2008, a new Accountants Act No. 15 was enacted to replace the 1978 Accountants Act to take into account the various developments that had shaped the accounting profession in Kenya and globally.

The Accountants Act No. 15, 2008 prescribes the following as the functions of the Institute:

- To promote standards of professional competence and practice amongst members of the Institute;
- To promote research into the subject of accountancy and finance and related matters, and the publication of books, periodicals, journals and articles in connection therewith;
- To promote the international recognition of the Institute;
- To advise the Examinations Board on matters relating to examinations standards and policies;
- To advise the Minister on matters relating to financial accountability in all sectors of the economy;
- To carry out any other functions prescribed for it under any of the other provisions of this Act or any other written law; and
- To do anything incidental or conducive to the performance of any of the preceding functions.

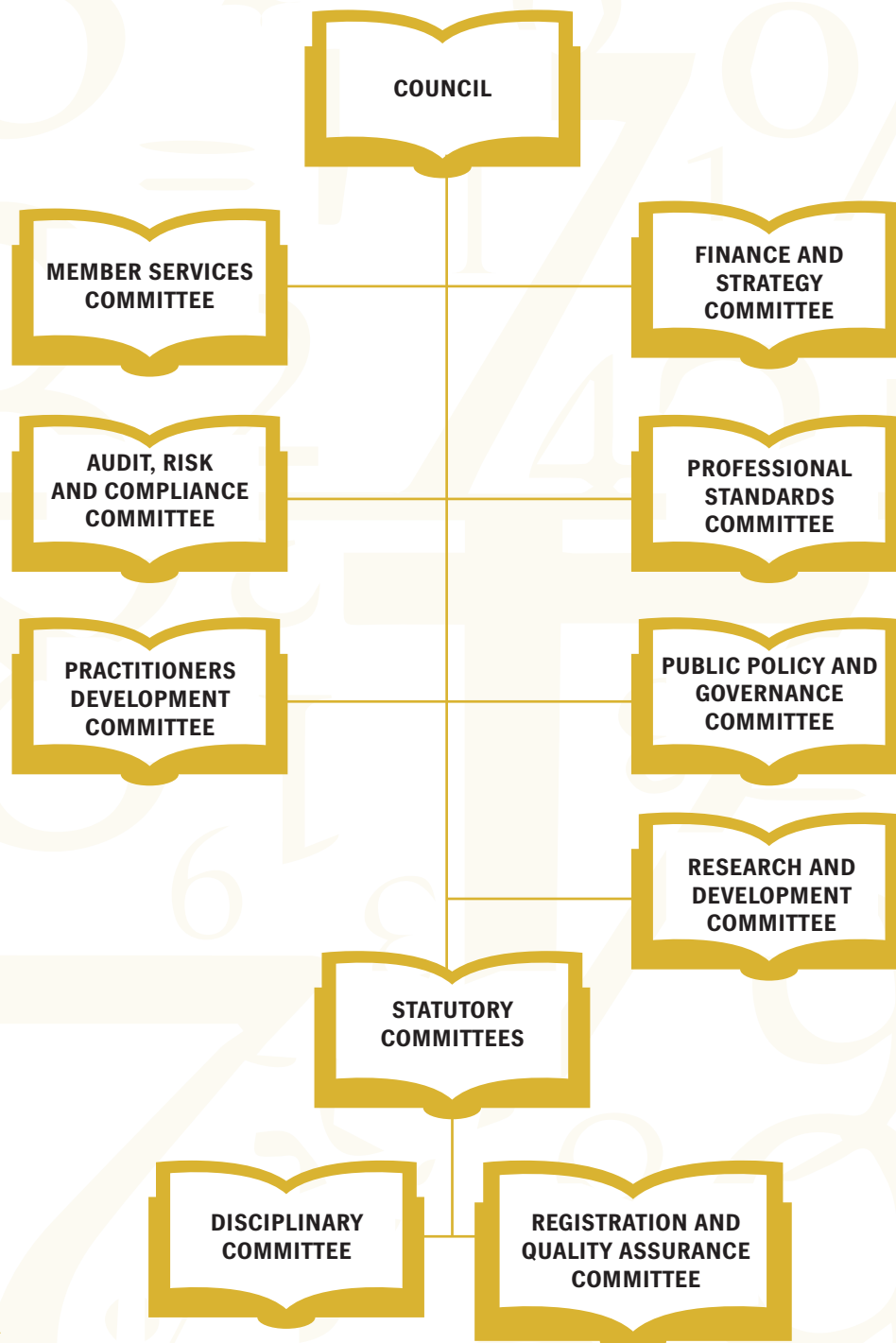
GOVERNANCE OF THE INSTITUTE

The Council

ICPAK is governed by the Council and management. The Council comprises of an eleven (11) members including;

- A Chairman elected from the members of the Institute. The Chairman is elected for a fixed two-year term.
- Six Members elected from the members of the Institute. These members serve for a three-year term and are eligible for re-election.
- Two Members nominated by the Minister for Finance, one of whom is drawn from the Ministry of Finance and serves to provide the linkages with the Ministry and aid the Institute in fulfilling its role as an advisor to the Minister for Finance in matters of accountability and governance particularly as affects the economy. The other Member would be drawn from a profession other than accountancy and would typically represent users of accounting services and would serve to bring the perspectives of these users to the Council ensuring that the Institute and its members serve the public interest.
- One Member nominated by the Kenya Accountants and Secretaries National Examinations Board (KASNEB) which is the national body charged with overseeing and administering the professional accountancy examinations in Kenya.
- One Member nominated by the Capital Markets Authority (CMA) charged with the development and regulation of the Capital Markets in Kenya. This representative brings the perspectives of regulators and serves to strengthen the regulatory role played by ICPAK.

Figure I: ICPAK Governance Structure



Functions of the Council

The Council is mandated to do the following:

- Issue standards of professional practice, including accounting and auditing standards, which shall form the basis of accountancy practice for members of the Institute in the preparation, verification and auditing of financial statements.
- Issue by-laws, regulations and guidelines to govern matters affecting the operations of the Institute and practice by members of the Institute with the approval of the Minister.
- Establish such committees as are necessary for the performance of the functions of the Institute and may, subject to the provisions of the Act, delegate powers conferred on it to such committees.

1.1.2 Committees

In carrying out its responsibilities, the Council forms committees and assigns specific mandates that aid it in implementing the Strategic Plan. The Committees operations are guided by the applicable Terms of Reference. The same are included as Appendix III. The Committees are:-

- i. Audit, Risk and Compliance Committee.
- ii. Disciplinary Committee.
- iii. Finance and Strategy Committee.
- iv. Member Services Committee.
- v. Practitioners Development Committee.
- vi. Professional Standards Committee.
- vii. Public Policy and Governance Committee.
- viii. Registration and Quality Assurance Committee.
- ix. Research and Development Committee.

THE 2019 – 2021 STRATEGIC PLAN

EXECUTIVE SUMMARY

ICPAK Strategic Plan formulation process was carried out between July and October 2018. The 2016 – 2018 Strategic Plan is the fourth planning cycle for the Institute and has been instrumental in the journey toward ICPAK achieving key milestones. These include completion of the CPA Centre, a robust and all-encompassing CPD calendar, Risk Management Framework, opening of new international Chapters and amplification of ICPAK voice toward public interest through media and stakeholder engagements, opening of four new physical branches and implementation of benevolent fund scheme.

The economic, social and political pillars of Kenya Vision 2030, Medium Term Plan, the Agenda four and 2010 Constitution are anchored on macroeconomic stability, continuity in governance reforms, enhanced equity and wealth creation opportunities for the poor, infrastructure, energy, science, technology and innovation (STI), land reform, human resources development, security as well as public sector reforms. During this planning period, the Institute recognizes the significant role it must play in the attainment of these ideals. The Institute will therefore seek to reinforce its position as the protector of public interest in relation to matters of Accountancy. It will also seek to take a strong position ensuring adherence of the Public Finance Management Act through proactive engagements with the National and County Governments.

The implementation period of the 2019-2021 strategic plan has coincided with a period when the Accountancy Profession is going through challenges in adherence to the code of ethics by members. The Institute's CPA brand is also facing competition from local and international qualifications. The exhaustive SWOT/PESTEL analysis has sought to identify ICPAK strengths to fully exploit the opportunities and isolate the weaknesses so as to effectively navigate the turbulences that will be presented by the operating macro and micro environment over the three (3) year period.

The importance of successful strategy implementation cannot be over emphasized. As such Institute will develop a very robust Monitoring and Evaluation matrix aimed at providing evidence on performance of the implementation of the strategy as well as contributing to the midterm review of the strategy.

Finally, the 2019-2021 strategic plan will inherently have aspects of risk which will need to be mitigated. The existing risk management processes will continuously be redesigned to ensure integration with the strategic planning processes. This process will focus on ICPAK capabilities and flexibility.

VISION, MISSION, CREDO AND CORE VALUES

Vision Statement

A world class Professional Accountancy Institute.

Mission Statement

Develop, promote and regulate the accountancy profession to meet international standards and safeguard public interest

Credo

Credibility Professionalism Accountability

Core Values

Credibility: We resolve to promote high ethical standards in accounting practice and reinforce our mandate of championing public interest.

Professionalism: We maintain a high level of knowledge, skills and standards as we provide excellent services to our members and stakeholders.

Accountability: We are obliged to account for our activities, accept responsibility for our actions and conduct our operations in a transparent manner.

Inclusivity: We recognize and honour the fundamental value and dignity of all individuals, through forming and maintaining an environment that respects diverse traditions, heritages, and experiences.

STRATEGIC PLAN AND THEMATIC AREAS

The 2019-2021 Strategic plan has four Pillars (thematic areas) namely;

1. Accountancy Development and Regulation,
2. Sustainability,
3. Positioning for Influence and
4. Transformation Through Technology and Innovation to Enhance Customer Experience.



STRATEGIC OBJECTIVE

SUB-STRATEGIC OBJECTIVES/ STRATEGIC ACTIONS (KRAs)

PILLAR 1: ACCOUNTANCY DEVELOPMENT AND REGULATION

SO1-To develop competent professionals

SSO1-Enhance Initial professional Development to prepared future competent Accountancy professionals.

SSO2-Enhance TAPEF* programs uptake

SSO3-Carry out competency-based trainings on accountancy profession

SSO4-Increase members' compliance to professional requirements

SSO5-Contribute to standards development and implementation at all levels

S02-Safeguard public interest through regulation

SSO6-Enhance compliance inspection and case- follow-up on illegal practitioners

SSO7-Licensing

SSO08-Develop regulations

SSO9-Enhance Audit Quality Monitoring

SSO10-Publication of public interest matters through media networks

SSO11-Review of the provisions of the Accountant Act 2018.

SSO12-Enhance the Disciplinary process

STRATEGIC OBJECTIVE	SUB-STRATEGIC OBJECTIVES/ STRATEGIC ACTIONS (KRAs)
PILLAR 2: POSITIONING FOR INFLUENCE	
SO3 To be a Voice in Public Interest Matters	SSO13-Build communication capacity for the Institute.
	SSO14-Strengthen media relations
	SSO15 – Enhance Communication through conventional and social media platforms
	SSO16-Establish and operationalise a media centre.
	SSO17- Collaborate and Create Synergies on National matters Affecting the Accountancy Profession
	SSO18-Contribute to legislative development in Kenya and the EAC
SO4 Robust Stakeholder Management	SSO19-Create a Robust Outreach and Stakeholder Engagement Framework
SO5 To Influence Public Policy on Finance, Accounting and Related Matters	SSO20-Develop State of the Economy Advisory Opinions for Discussion with the Cabinet Secretary for Finance
	SSO21-Support Monitoring of National and County Budget Making Processes
	SSO22- Support Oversight Role on Budget Implementation through Analysis and Dissemination of Controller of Budget and Auditor General Reports
	SSO23- Support oversight role on Private Sector Entities to uphold Public Interest
SO6 Contribute to implementation of Devolution in Kenya	SSO24-Capacity Build County Governments on Public Finance Management and Oversight
	SSO25- Collaborate and Create Synergies between Branches and County Governments on Financial Accountability and Governance
SO7 Re-position the CPA Brand for greater impact	SSO26-Lobby for increased representation by ICPAK Members on Boards, Committees and Taskforces
	SSO27-Identify and Engage CPA Brand Ambassadors
	SSO28-Promote international recognition of CPA brand through MRAs/ MoUs
	SSO29-Market the Institute’s products for greater visibility and enhance professionalism
SO8 Be a Preferred source of Quality Research in Finance, Accounting and Related matters	SSO30-Undertake research on matters of public interest



STRATEGIC OBJECTIVE	SUB-STRATEGIC OBJECTIVES/ STRATEGIC ACTIONS (KRAs)
PILLAR 3: INSTITUTIONAL SUSTAINABILITY	
SO9-Financial Sustainability	SSO31-Enhanced Revenue Growth (Training revenue, sponsorship and consultancy, in-house training, Regulation fund raising, income stream diversification, investment income, fund raising for research and regulation)
	SSO32-Enhanced Cost optimization in Institute's operations.
	SSO33-Enhance value for money in the supply chain processes
	SSO34-Support sustainable physical branch offices
SO10-Risk management and environmental sustainability	SSO35-Enhance Enterprise Risk management
	SSO36-Environmental sustainability
SO11-Transform to an institutional culture that enhances performance	SSO37-Attract, develop and retain top talents
SO12-Strengthen the Institute's governance	SSO38-Review and revamp the Institute's governance structure
	SSO39- Enhance accountability and disclosure reporting
SO13-Business process Re-engineering	SSO40-Benchmark and Revise all SOPs and SLAs
	SSO41-Develop and implement ICT Strategy
SO14-Knowledge and Records management	SSO42-Develop technology platforms to enhance internal collaboration and information sharing
	SSO43-Automate the Record management system
	SSO44-Enhance general data protection in compliance with global regulation



STRATEGIC OBJECTIVE	SUB-STRATEGIC OBJECTIVES/ STRATEGIC ACTIONS (KRAs)
PILLAR 4: ENHANCED CUSTOMER EXPERIENCE	
SO15-Inculcate Innovation culture	SSO45-Provide Incentives for innovation
SO16-Support members business environment through technology	SSO46-Dissemination of information through interactive digital systems
	SSO47-Establish a knowledge repository
	SSO48-Accreditation/Certification of Accounting and Audit software for use in Kenya
	SSO49-Develop partnerships for Domain and website hosting for members
SO17-To be a premier business partner	SSO50-Sign up more partners for value adds
	SSO51-Review and implement the Institute branding strategy
	SSO52-Create awareness about the role and mandate of ICPAK
	SSO53-Robust CSR program
	SSO54-Attract non-members as delegates / participants in Institute events
SO18-Deliver a consistent high-quality customer experience that enhances the Institute brand	SSO55-Attain a 75%-member satisfaction index
	SSO56-Enhance customer satisfaction
	SSO 57-Develop member participation programs for the members in different segments



CPA Centre, Thika Road, P. O. Box 59963 - 00200 Nairobi Kenya
Telephone: +254 (020) 2304226, 2304227 **Fax:** +254 (020) 8562206 **Mobile:** +254 727 531006 / 733 856262 /
721 469796 / 721 469169 **Email:** icpak@icpak.com **Website:** www.icpak.com