

INTEGRATED REPORT

“

**FORGING AHEAD
TOWARDS A
SUSTAINABLE
FUTURE**

**20
24**



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1.0 ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area
AML	Anti-Money Laundering
AWAK	Association of Women Accountants of Kenya
AU	African Union
CBK	Central Bank of Kenya
CEO	Chief Executive Officer
CMA	Capital Markets Authority
COB	Controller of Budget
CPA	Certified Public Accountant
CPD	Continuous Professional Development
CRM	Customer Relations Management
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
CX	Customer Experience
DC	Disciplinary Committee
DMV	Director, Member Value
DTS	Director Technical Standards
EACC	Ethics and Anti-Corruption Commission
ECD	Early Childhood Development
ESG	Environmental and Social Governance
FiRe	Financial Reporting Awards
FRC	Financial Reporting Centre
FS	Finance & Strategy
GDP	Gross Domestic Product
GRI	Global Reporting Initiative
HR	Human Resource
IAS	International Accounting Standards
ICPAK	Institute of Certified Public Accountants of Kenya
ICPAR	Institute of Certified Public Accountants of Rwanda
ICPAU	Institute of Certified Public Accountants of Uganda
ICT	Information Communication Technology
IES	International Education Standards

IFAC	International Federation of Accountants
IFRS	International Financial Reporting Standards
IFR4NPO	International Financial Reporting for Non-Profit Organizations
IMF	International Monetary Fund
IPSAS	International Public Sector Accounting Standards
IRA	Insurance Regulatory Authority
ISSB	International Sustainability Standards Board
IT	Information Technology
KASNEB	Kenya Accountants and Secretaries National Examination Board
KBA	Kenya Bankers Association
KRA	Kenya Revenue Authority
KNCCI	Kenya National Chambers of Commerce Industry
KPI	Key Performance Indicator
MoU	Memorandum of Understanding
MIS	Management Information System
MRA	Mutual Recognition Agreement
MSME	Micro, Small and Medium Enterprises
MV	Member Value
NBAA	National Board of Accountants and Auditors
NPO	Non-Profit Organization
OAG	Office of the Attorney General
OPC	Ordre Des Professionnels Compatibles du Burundi
PAFA	Pan-African Federation of Accountants
PFM	Public Financial Management
PIE	Public Interest Entities
POCAMLA	Proceeds of Crime and Anti-Money Laundering Act
PPG	Public Policy and Governance
PR	Public Relations
RBA	Retirement Benefits Authority
RQAC	Regulation Quality Assurance and Compliance
SDG	Sustainable Development Goal
SME	Small and Medium Enterprises
SMO	Statements of Membership Obligations
SO	Strategic Objective
SP	Strategic Plan
SSA	Sub-Saharan Africa
SWOT	Strengths, Weakness, Opportunities, Threats
S&TS	Standards & Technical Services
TAPEF	Trainee Accountants Practical Experience Framework
UNGC	United Nations Global Compact
UN	United Nations
US	United States
WEO	World Economic Outlook

2.0 GLOSSARY OF TERMS

Term	Definition
Baseline Establishment	Setting a starting point against which sustainability progress is measured.
Carbon Disclosure Project	A global system that encourages organisations to measure and manage their environmental impacts.
Circular Economy Initiatives	Programs are designed to reduce waste, promote recycling, and enhance sustainability through resource-efficient practices.
Climate Action	Efforts to combat climate change by reducing greenhouse gas emissions and strengthening resilience to climate-related risks.
Climate Opportunities	Benefits from adopting climate strategies, like resource efficiency, renewable energy use, and new market access.
Climate Risks	Risks related to climate change, including physical risks such as extreme weather and transition risks such as regulatory or market shifts.
Climate-related Disclosures	Information regarding an organisation's climate risks and opportunities, aligned with IFRS S2.
Corporate Social Responsibility (CSR)	Business and professional organizations' efforts to contribute positively to society, addressing social, environmental, and economic challenges.
Environmental, Social, and Governance	A framework for measuring an organisation's impacts in terms of environmental, social, and governance factors.
Global Reporting Initiative	A framework that provides guidelines for reporting economic, environmental, and social impacts.
Governance Disclosures	Information on an organisation's processes, controls, and oversight of sustainability-related risks and opportunities.
Greenhouse Gas Protocol	A framework for measuring and managing greenhouse gas emissions.

Guidance	A set of frameworks, principles, or standards that organisations use to prepare consistent, reliable, and comparable sustainability information.
IFRS Sustainability Disclosure Standards S1	General requirements for disclosure of sustainability-related financial information.
IFRS Sustainability Disclosure Standards S2	Climate-related disclosures
IFRS Integrated Reporting Capitals	The six capitals (financial, social and relationship, human, manufactured, intellectual, and natural) used to evaluate how organisations create value over time.
Integrated Reporting Framework	A framework focusing on how an organisation creates, preserves, or erodes value over time.
International Auditing and Assurance Standards Board	An organisation developing global auditing and assurance standards, including the upcoming sustainability assurance standard 5000.
International Sustainability Standards Board	An organisation responsible for developing IFRS Sustainability Disclosure Standards.
Limited Assurance	A type of assurance engagement that offers moderate confidence about the accuracy of reported information.
Materiality	The principle of disclosing significant sustainability information that could impact stakeholder decision-making.
Mutual Recognition Agreements	Agreements between PAOs in different countries enable the mutual recognition of accounting qualifications, allowing accountants to practice internationally.
Memorandums of Understanding	Formal agreements between organizations outlining areas of cooperation, including professional recognition, training, and development.
National Climate Change Action Plan	Kenya's strategy for climate change mitigation and adaptation, supporting ESG initiatives.
Physical Risks	Climate-related risks that involve direct physical impacts, such as acute (floods, fires) and chronic (long-term changes in weather patterns)
Readiness Assessment	An evaluation to determine if an organisation is prepared to comply with the IFRS Sustainability Disclosure Standards.

Reasonable Assurance Scenario Analysis	A higher level of assurance that provides strong confidence in the accuracy of reported sustainability information.
Scope 1, 2, and 3 Emissions	A process of evaluating the impact of different potential future scenarios, especially related to climate risks.
Stakeholder Engagement	Categories of greenhouse gas emissions, where- <ul style="list-style-type: none"> - Scope 1: Direct emissions from owned or controlled sources. - Scope 2: Indirect emissions from the generation of purchased energy. - Scope 3: Other indirect emissions across the value chain
Sustainability Accounting Standards Board Standards	The process of engaging stakeholders such as investors, regulators, employees and communities to understand their expectations for sustainability disclosures.
Sustainable Development Goals	Industry-specific standards focused on financially material ESG issues that impact an organisation's financial performance.
Sustainability Opportunities	A collection of 17 global goals set by the United Nations to promote sustainable development.
Sustainability Reporting	Positive outcomes from integrating sustainable practices, such as improved efficiency, innovation, and stakeholder relations.
Sustainability Risks	The practice of disclosing an organisation's environmental, social, and governance impacts.
Task Force on Climate-related Financial Disclosures	Economic, environmental, and social factors that have a potential negative impact on an organisation's financial performance, operations or reputation.
Trade-offs	A framework for disclosing climate-related financial risks.
Transition Reliefs	Decisions where benefits in one area may result in losses or costs in another, often used in the context of balancing sustainability-related risks, opportunities, and resources.
Transition Risks	Temporary measures provided during the initial adoption of new sustainability standards, allowing organisations time to adjust to reporting requirements.
United Nations Global Compact (UNGC)	Risks associated with transitioning to a low-carbon economy, including policy, legal, and market changes.
Compact (UNGC)	A global corporate sustainability initiative encouraging businesses to align with ten universal principles in human rights, labor, environment, and anti-corruption.



ABOUT THIS REPORT

Our scope and boundary

This Integrated Report is the primary report of the Institute of Certified Public Accountants of Kenya (ICPAK) to its stakeholders. It provides a concise, material, and transparent assessment of how ICPAK delivers on its mandate to regulate, promote, and develop the accountancy profession in Kenya. Our intention in this report is to describe both our financial and non-financial activities and performance during the year. This report covers the financial year from 1 January 2024 to 31 December 2024. It offers insights into ICPAK's business model, regulatory role, external environment and key focus areas.



Materiality

We applied the principle of materiality to determine which information is included in our integrated report. This ensured that we focus on key issues, opportunities, and challenges that impact ICPAK's sustainability and ability to serve its members effectively. Through research, analysis, and continuous stakeholder engagement, ICPAK proactively identifies and assesses Environmental, Social and Governance (ESG) factors that may pose risks or create opportunities.

Our Approach

We have adopted an integrated approach in preparing this report, ensuring a collaborative

process across departments. The report is compiled using data from internal and external reports and management information. The Senior Management and the Council have provided oversight to ensure accuracy, relevance, and compliance with reporting standards. This highlights how ICPAK utilizes its resources to deliver value to its members while ensuring sustainability and compliance with professional and ethical standards.

Our Reporting Frameworks

ICPAK has reported its sustainability information in reference to the GRI Standards for the period 1 January 2024 to 31 December 2024 and the GRI content index is provided in this report. Further, our Integrated Report aligns with the following principles and frameworks:

- International Integrated Reporting Framework (<IR>).
- International Financial Reporting Standards (IFRS).
- The Companies Act, 2015 and relevant corporate governance regulations.

IFRS Integrated Reporting Capitals

- **Financial capital** – The pool of funds available to an organisation or its use in the production of goods or the provision of services – this capital is obtained through financing or is internally generated.
- **Manufactured capital** – The manufactured physical assets available for use by the Institute.
- **Intellectual capital** – Institutional and knowledge-based intangibles, including patents, software, systems, and procedures.
- **Social and relationship capital** – The relationships between communities, stakeholders, and other networks intersecting with the Institute.
- **Human capital** – The competencies, capabilities, and experience of the Institute's people.
- **Natural capital** – All renewable and non-renewable environmental resources that the Institute uses, including air, water, land, biodiversity, and the health of ecosystems.

Forward-Looking Statements

This report contains forward-looking statements regarding ICPAK's strategic plans, regulatory landscape, and operational outlook. These statements are subject to uncertainties beyond ICPAK's control, including economic, regulatory, and technological changes. As such, actual outcomes may differ from projections.

Assurance

The ICPAK Council ensures the integrity of the Integrated Report by adhering to a robust reporting process, with multiple levels of review and approval by both Management and the

Council before publication. Additionally, our Annual Financial Statements, as presented in this report, undergo independent assurance by external auditors to uphold transparency and accountability.

We welcome your feedback

We invite our valued stakeholders to provide their feedback and comments on our inaugural Integrated Report. Please share your insights with our Team at: ceo@icpak.com

CPA Catherine Asemeit,
Chairperson, Integrated Reporting Committee



OVERVIEW

overall membership

38,860

12,433 inactive | 26,427 active

Active members

26,427

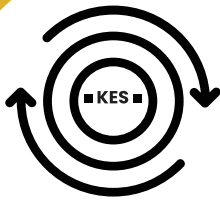
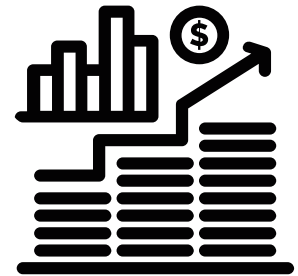
16,586 male | 9,571 female



REVENUE
1.304B
in 2024

Surplus

95M
in 2024



Total Reserves

1,619,107
in 2024

TRAININGS



132



APPROVED
PRACTISING
CERTIFICATES

2,164
55 NEW



Asset Base

2.33B
in 2024

AQR REVIEWS

14 ★★☆☆



FIRE AWARD ENTRIES

1,132



**OUR LEADERSHIP
STATEMENTS**



Message from the Chairman

Dear Esteemed Members, Partners, and Stakeholders,

I am pleased to announce that 2024 was another successful year for us, marked by strong financial performance, strategic progress, and a commitment to sustainability under our CEO's and her team's leadership. Despite navigating a mixed macroeconomic environment, we are on track to meet the targets outlined in our year-long Strategic Plan.

Our growth story continues to drive revenue growth and improve margins, positively influencing the Kenyan economy. I want to thank our staff for their dedication and commitment to achieving these results despite challenging circumstances.

The year 2024 saw increased government austerity measures and persistent inflation,

which impacted our income and the execution of our regulatory responsibilities. Additionally, the economic downturn presented significant obstacles for the Institute, making it difficult for some members to meet their Continuous Professional Development (CPD) requirements.

As we present the 2024 Integrated Report, I am reminded of the resilience and adaptability that characterize our profession and institution. The past year has been defined by a complex global landscape marked by economic volatility, climate pressures, technological disruption, and geopolitical shifts. Despite these challenges, ICPAK has remained committed to guiding Kenya's accountancy sector toward a sustainable and equitable future. I want to take this opportunity to thank the Council and Management for their guidance in 2024, mainly for steering the Institute through the turbulent waters of economic upheaval.

The Integrated Report: A Beacon of Accountability

This report combines financial and non-financial metrics, demonstrating how sustainable practices contribute to long-term value. It reflects our commitment to transparency, offering stakeholders a clear view of our strategic milestones and challenges.

The Institute has continued to uphold its dedication to professional excellence, ethics, and the promotion of sound financial practices. Some key milestones and achievements this year include:

Capacity Building and Training: We have organised seminars, workshops, and webinars to ensure our members stay ahead in the ever-evolving financial and regulatory environment.

Advocacy for the Profession: Our engagement with government and regulatory bodies has been crucial in influencing policy changes that affect the accounting profession. We have strengthened our relationships with key stakeholders to ensure that the profession's voice is heard and acted upon.

Growth in Membership: ICPAK's membership

base has expanded, reflecting the Institute's value to professionals in Kenya. This year, we saw a notable increase in young accountants joining the profession, indicating a bright future for the accounting sector. Our membership has grown to 38,860, with 26,427 active members. We take pride in this growth and the commitment of our members to professional excellence.

Adoption of Technology: We have embraced digital transformation to enhance our service to members. Implementing new systems and tools has improved our operational efficiency, allowing us to offer a more responsive and user-friendly experience.

ICPAK's Contributions to National Tax Policy: Our involvement in shaping the National Tax Policy has reinforced our role in national development and highlighted the importance of accountants in policymaking.

5th Research Conference: From August 21st to 23rd, we held the 5th Research Conference at the Kenya School of Government, focusing on **"Rethinking Accountancy Research, Innovation & Technology for Sustainable Development."** Twelve presentations addressed key areas such as financial reporting, auditing, technology, and public finance management, providing invaluable insights.

Launch of ICPAK's Long-Term Strategic Plan (2025-2029): We introduced our new strategic plan, which outlines a clear roadmap for the future growth of the Institute and the profession.

County Government Engagements: We successfully launched the County Government's Public Audit Review Reports and continued our essential partnerships with counties such as Vihiga, Bomet, and Murang'a.

23rd Financial Reporting Award: The Financial Reporting Awards held in 2024 showcased excellence in financial reporting nationwide.

Sustainability at the Core

This year's theme, **"Forging Ahead Towards a Sustainable Future,"** reflects our commitment to embedding Environmental, Social, and

Governance (ESG) principles into the core of business and policy decisions. As stewards of financial integrity, accountants play a crucial role in promoting sustainable development. We have prioritized initiatives such as:

- **Green Finance Frameworks:** Advocating for climate-smart investments and carbon accountability.
- **Capacity Building on Sustainability:** In line with our commitment to sustainable practices, we launched a comprehensive Sustainability Roadmap to guide Kenya's strategic direction for the future.

As we look ahead to 2025, I will retire from the council following the Institute's Annual General Meeting in June. Working alongside my fellow council members has been a great pleasure, and I am glad to pass the baton to others who will continue our important work.

I am also pleased to present my final financial report as chairman of the Institute, which shows that ICPAK is in a strong financial position thanks to the hard work of all involved.

To our members, council, and partners—thank you for your unwavering dedication. Together, we are not just navigating change; we are pioneering it.

I encourage every member to embrace their role as ethical leaders. Your actions will shape our collective future by adopting ESG disclosures, mentoring aspiring accountants, and championing innovation. Let us continue to lead with integrity, ensuring Kenya's prosperity is inclusive and sustainable.

I am confident that we are ready for the future. We will continue to make courageous choices and fulfil our purpose: to create opportunities that refresh us all—our members, partners, and broader stakeholders.

**CPA Philip Kakai
Chairman, ICPAK**





Message from the CEO

Dear Esteemed Members, Partners, and Stakeholders,

As we reflect on 2024, we are reminded of the growing importance of sustainability in shaping the future of our profession and the world at large. ICPAK continues to champion the values of environmental stewardship, social responsibility, and robust governance as we work to build a more sustainable future for our members, stakeholders, and the wider community. The theme of this year's report—**"Forging Ahead Towards a Sustainable Future"**—captures the essence of our commitment to these principles and highlights our pivotal role in driving change.

Resilience in Turbulence, Commitment to Sustainability

2024 tested Kenya's economic fortitude, marked by slowed growth, currency volatility,

inflationary pressures, geopolitical disruptions, and climate-driven challenges. Yet, amid these headwinds, our resolve to deliver value responsibly and sustainably remained unwavering.

As financial and societal trust stewards, we focused on ICPAK's long-term prosperity, balancing member service returns with inclusive financial growth of 6%. This year has been a landmark for ICPAK, marked by innovation and collaboration. We have implemented new sustainability frameworks that empower our members to integrate environmental, social, and governance (ESG) practices into their work. We launched the Sustainability Roadmap and initiated CPD programs to effectively equip accountants with tools to measure and report on sustainability metrics.

Our organisational achievements, including reducing our carbon footprint through adopting energy-efficient technologies (solar), rainwater harvesting, and promoting sustainable business practices within our offices and events like recycling lanyards, further exemplified our sustainability efforts. We are proud to have fostered deeper partnerships with organisations that share our commitment to the United Nations Sustainable Development Goals (SDGs), particularly those focused on climate action and responsible consumption like FSD Kenya and FSD Africa.

We also continued our community outreach efforts, supporting initiatives that promote financial literacy through the ICPAK Finance and Accounting Scholarship, planting trees at Kakamega Forest, buying water harvesting tanks for schools, and diversity and inclusion through equal opportunity employment. These programs have positively impacted local communities, reinforcing our belief that sustainable growth extends beyond financial performance to encompass society's well-being.

Challenges Faced

While we have made significant strides, the year was challenging. The global economic slowdown, changing regulatory landscapes, and increased pressures on organisations to

meet sustainability targets created an environment of uncertainty. Despite these challenges, ICPAK has remained resilient. Our ability to adapt to the evolving needs of our members while staying true to our mission has been fundamental in maintaining the relevance and strength of our programs and services.

We have worked diligently to address the challenges posed by shifting regulations, ensuring our members remain informed and compliant and helping them navigate the complexities of ESG reporting. At the same time, we continue to advocate for more transparent and uniform standards that will further streamline sustainability efforts across the profession.

Looking Ahead: The Vision for 2025 and Beyond

As we look ahead to 2025, our vision for ICPAK is clear: to continue embedding sustainability into the fabric of our organisation and the profession. We are committed to advancing innovation in ESG practices and fostering deeper collaboration with our members, government agencies, and other stakeholders to create lasting impact. Sustainability is the fourth pillar of our long-term Strategic plan for 2025- 2029.

Our focus will be on enhancing our support for members through specialised training, resources, and networking opportunities that enable them to lead in the evolving world of

sustainable business confidently. We will also continue to regulate the profession, uphold public interest, and advocate for sustainability policies that encourage responsible economic growth while safeguarding the planet for future generations.

We also look forward to setting new, ambitious goals for the years ahead, focusing on advancing environmental sustainability, promoting greater diversity in leadership, and strengthening our transparency efforts across all levels of the organisation.

Conclusion:

As we forge towards a sustainable future, we call upon our members, partners, and stakeholders to join us in this critical journey. Together, we can lead the way in transforming the accounting profession into a force for positive change in society and the environment. Let us embrace this opportunity to create a financially prosperous, socially responsible, and environmentally sound future.

On behalf of the ICPAK secretariat, I extend profound gratitude to our council, shareholders, regulators, and employees for their unwavering dedication. Special recognition goes to the outgoing chairman, CPA Philip Kakai, for his visionary leadership. To our members: Your trust fuels our purpose. Together, we will continue to build a sustainable future for all.

CPA Dr. Grace Kamau
Chief Executive Officer, ICPAK



CPA CENTRE

**ICPAK AT
A GLANCE**

Springboard Capital Ltd.
0111 042 700



WHO WE ARE



Who we are

The Institute of Certified Public Accountants of Kenya (ICPAK) is a statutory body of Accountants established under the Accountants Act of 1978, and as repealed under the Accountants Act No.15. of 2008, with the mandate to develop and regulate the Accountancy Profession in Kenya. The Institute is also 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. As a member of IFAC the Institute is mandated to comply with the requirements of the Seven (7) Statements of Member Obligations in pursuit of developing and regulating the profession. The Accountants Act 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 Examination 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.

ICPAK is governed by an 11-member Council. However, the day-to-day operations of ICPAK are undertaken by the Management Team headed by the Chief Executive Officer who is also the Secretary to the Council. The Chief Executive Officer oversees a group of professional staff, who are stationed at the Institute's offices at the Head Quarter and at the Branches. The Institute also has 355 Committee Members working on a part-time basis across 19 Committees and Sub Committees of Council.

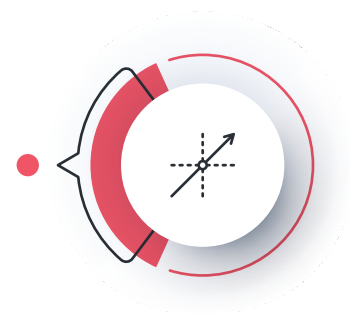


VISION

- A world-class Professional Accountancy Body

MISSION

To develop, regulate and promote an internationally recognize accountancy profession that upholds public interest through capacity building, advocacy, innovation and sustainable practices



TAGLINE

ICPAK, Where Integrity Counts

CREDO

Credibility, Professionalism, Accountability





CORE VALUES

Integrity | Professionalism | Diversity and inclusion | Teamwork | Stewardship

PILLARS

Pillar 1 - Accountancy Development & Regulation | Pillar 2 - Member Value | Pillar 3 - Public Interest | Pillar 4 - Sustainability



Our Approach

We have adopted an integrated approach in preparing this report, ensuring a collaborative process across departments. The report is compiled using data from internal and external reports and management information. The Senior Management and the Council have provided oversight to ensure accuracy, relevance, and compliance with reporting standards. This highlights how ICPAK utilizes its resources to deliver value to its members while ensuring sustainability and compliance with professional and ethical standards.

OUR FOOTPRINT



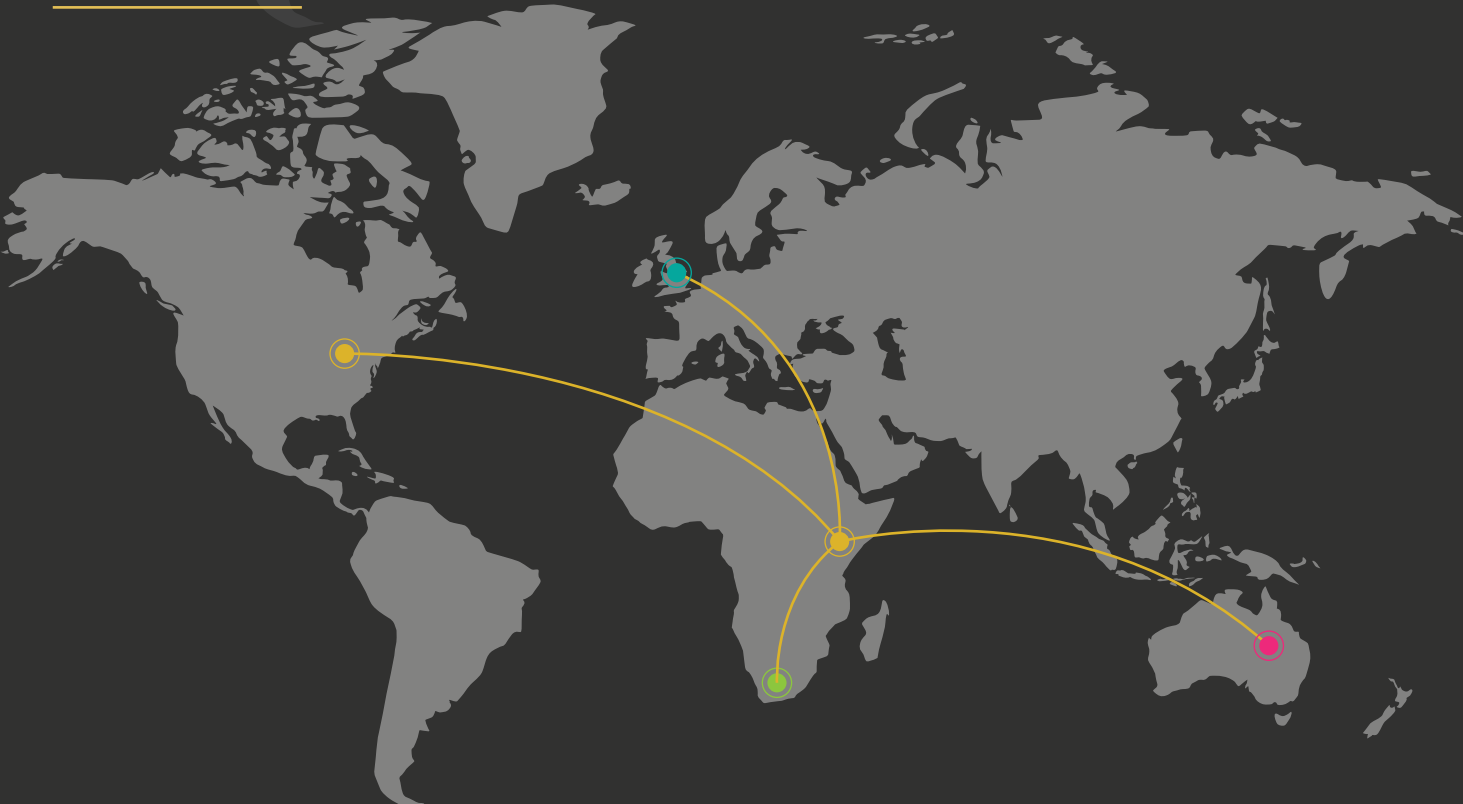
The Institute has its main office at the Head Quarters in Nairobi at the CPA Centre on Thika Road. Additionally, the Institute has 9 branches with satellite offices spread out across the country. The 9 branches are:

1. Coast Branch - Office, Mombasa city
2. Northern Branch - Office, Garissa Town
3. Eastern Branch - Office, Machakos Town
4. Mount Kenya - Office, Nyeri Town
5. Central Rift- Office, Nakuru City
6. South Rift - Office, Kericho Town
7. North Rift - Office, Eldoret City

8. Nyanza Branch - Office, Kisumu City
9. Western Branch - Office, Kakamega Town

Additionally, the Institute has 4 Chapters across the globe as follows:

1. South African Chapter established in 2014
2. United Kingdom Chapter established on November 2, 2012
3. Australian Chapter established in 2017
4. Americas Chapter established in 2023





Our Regulatory Role

ICPAK draws its regulatory mandate from the Accountants Act CAP 531. The Institute issues standards of professional practice, including accounting and auditing standards, which form the basis of Accountancy practice for members of the Institute in the preparation, verification and auditing of financial statements. In the exercise of its functions under the Accountants Act ICPAK has two statutory committees; the Registration and Quality Assurance Committee and the Disciplinary Committee. The Registration and Quality Assurance Committee verifies and approves the applications for new membership while the Disciplinary Committee carries out inquiries on reported professional misconduct among members of the Institute.

One of the major challenges faced by the Institute is the presence of unqualified and unregistered individuals performing the work of accountants and auditors within the country. These fraudulent or unqualified individuals who pose as legitimate professionals may provide false financial advice, manipulate records, or engage in other deceptive practices thereby tarnishing the credibility of the profession.

Dealing with quacks in Accountancy has been one of the key initiatives carried out by the Institute and involves several key steps to mitigate risks and maintain integrity in practice.

Such efforts include verification of credentials, due diligence, clear engagement terms with backed up documentation, regular monitoring and review practices, strengthening internal controls, educating stakeholders and developing frameworks to facilitate the reporting of suspicious activities/whistleblowing on malpractices and potential quacks.

By taking these proactive measures, the Institute has been able to minimize the risks associated with quacks in Accountancy and uphold credibility and reliability of the profession while protecting the space occupied by its validly licensed practitioners. One of the major challenges faced by the Institute is the presence of unqualified and unregistered individuals performing the work of accountants and auditors within the country. These fraudulent or unqualified individuals who pose as legitimate professionals may provide false financial advice, manipulate records, or engage in other deceptive practices thereby tarnishing the credibility of the profession.

Our International Memberships & Affiliations

ICPAK is a member of the International Federation of Accountants (IFAC), the global umbrella body for the accountancy profession, and the Pan African Federation of Accountants (PAFA). As a member of The International Federation of Accountants (IFAC), ICPAK has critical responsibilities as outlined in the Statement of Member Obligations- SMOs.

IFAC Statements of Membership Obligations (SMOs) require IFAC Members and Associates to support the adoption and implementation of international standards and other pronouncements issued by independent standard-setting boards (IAASB, IESBA, IPSASB), and the IES, as well as by the International Accounting Standards Board (IASB); and to establish a quality assurance (QA) review and investigation and disciplinary (I&D) systems. SMOs are recognized as the international benchmarks for credible and high-quality PAOs that are focused on and have the necessary expertise to serve the public interest and meet the market demands of their respective jurisdictions.

IFAC Members and Associates conduct a self-assessment against the requirements of SMOs and identify areas where, if any, improvements are needed. Members and Associates should develop an Action Plan to demonstrate how they fulfil the requirements of the SMOs and where some requirements are not yet addressed, to present plans towards their fulfilment. Action Plans are designed to be evergreen documents that take into consideration IFAC recommendations. Depending on the PAO's level of fulfilment, an Action Plan may not be necessary for each SMO section and instead the 'Attestation of Ongoing SMO Compliance' is used to confirm their ongoing commitments.

The Institute ensures compliance to IFAC through full implementation of the SMOs thus profiling its members as global accountants who uphold public interest and can be trusted as credible to work across the globe. This is also necessitated by the fact that other PAOs entrust a member of IFAC that upholds all the requirements to enter into Mutual Recognition Agreements (MRAs) and MoUs that enable recognition of the Kenyan professional by other foreign accountancy professional organizations across the globe and in return other foreign employers and stakeholders in the same stride.

IFAC membership consists of 180 professional accountancy organizations (PAOs) across 135

jurisdictions. This total membership represents more than 3 million professional accountants across the globe, Kenya being one of them. IFAC membership is a globally recognized hallmark of a high-quality professional accountancy organization (PAO). IFAC membership makes it clear to public and private sector organizations locally, regionally, and internationally that the respective PAO, in this case ICPAK has credibility, capacity and relevance.

As part of the IFAC network, ICPAK gains access to expertise, resources and support that helps it to strengthen the services provided to its membership locally. As stipulated in SMO 2 on compliance to International Education Standards set out by the IAESB, the IAESB's objective is to serve the public interest by developing and setting high quality international education standards that enhance the competence of professional accountants thereby strengthening the worldwide accountancy profession and contributing to strengthened public trust.

The IFAC SMOs provide clear benchmarks to current and potential IFAC member organizations to assist them in ensuring high quality performance by professional accountants. The current state assessment of the Institute against the set parameters for each SMO by IFAC is as included below:





IFAC SMO	ACTIVITIES AND PROCEDURES UNDERTAKEN	STATUS ON IFAC WEBSITE
<p><i>SMO 1- Quality Assurance</i> Focuses on ensuring that professional accountancy organizations have systems in place to maintain high standards of quality in the delivery of professional services, including audits and reviews.</p>	<p>ICPAK has direct responsibility for the establishment and implementation of a quality assurance (QA) review system and has been conducting QA reviews since January 2006. Therefore, it focuses on supporting members in understanding the QA review process and reviewing the QA framework to continuously be in line with SMO 1 requirements.</p> <p>The Institute has developed an audit manual and a model audit file to assist members' compliance with international standards. The model audit file provides an illustrated example of an audit file should look. Additionally, the institute has a self-review tool in place to assist small- and medium-sized practices.</p> <p>With the change to new quality management standards, the Institute organized continuous sensitization workshops and training on the QA system</p>	<p>Sustain</p>

	<p>for firms and members. An ISQM implementation checklist has also been developed to assess the level of compliance for all firms in scope.</p> <p>ICPAK carries out both online and physical quality reviews and compliance. In 2024, the institute conducted Fourteen (14) Audit Quality Assurance Reviews that were carried out in 2024. Twelve (12) reviews were first-time quality assurance reviews and two (2) were second-time quality assurance reviews. Two (2) reviews were conducted virtually while ten (12) reviews were conducted physically.</p>	
<p><i>SMO 2 - International Education Standard</i></p> <p>Focuses on ensuring that member organizations implement high-quality education and training programs, ensuring that accounting professionals meet the technical and ethical competencies needed for the job.</p>	<p>SMO 2 addresses the education, training, and assessment requirements for professional accountants.</p> <p>The Institute ensures compliance with the SMO 2-IES requirements through various initiatives including jointly working with KASNEB to ensure strengthening of the initial professional development. With syllabus reviews undertaken every three years in a bid to ensure that individuals who would like to become professional accountants have the necessary education to meet international standards.</p> <p>SMO 2 also stipulates that the professional education process should include practical experience in a working environment to complement academic learning which helps trainees gain a deeper understanding of how their academic knowledge is applied in the real world. The Institute has the TAPEF Trainee Accountant Practical Experience Framework (TAPEF) program which involves accreditation of practical experience supervisors and firms and formal requirement for employer signs off to ensure suitability of practical experience.</p> <p>In addition, ICPAK has enhanced its CPD requirements which are in line with the latest IES incorporating updated accounting standards to ensure the members are up to date with the regulations and requirements. As part of</p>	<p>Sustain</p>

	<p>lifelong learning, SMO 2 stresses the importance of continuous professional development throughout an accountant's career. This ensures that accountants keep up to date with evolving standards, regulations, and best practices.</p> <p>These activities and efforts have ensured that professional accountants have the necessary education to perform at a high level of competence and meet international ethical standards and the positioning accountants from Kenya such that qualifications are recognized at a global level through cooperation between different countries.</p>	
<p>SMO 3-International Standards on Auditing - Requires member organizations to adopt and apply International Standards on Auditing (ISAs) to ensure audits are conducted according to globally accepted norms.</p>	<p>The Institute has adopted ISAs and ISQM and continuously raises member awareness and knowledge of the standards as it monitors implementation and in 2024 undertook various initiatives:</p> <ol style="list-style-type: none"> i. notifying members of new and revised standards and related guidance materials through emails, newsletters, and its journal. ii. reviewing IAASB Exposure Drafts and discussion papers in order to incorporate them into continuing professional development (CPD) programs, iii. providing individual feedback on compliance with standards on auditors' reporting and responding to queries on the application of the standards, and iv. holding forums, workshops, and training courses on the standards. <p>Moreover, ICPAK has indicated a specific focus on assisting small and medium-sized practices and small and medium-sized entities apply relevant standards. The Institute has developed an audit manual, a model audit file, and self-review tool for these purposes. Now ICPAK is also supporting SMPs as related to ISQM 1 and 2.</p> <p>Lastly, ICPAK circulates IAASB Exposure Drafts to members for comments which are then submitted to the IAASB.</p>	<p>Sustain</p>

<p>SMO 4 - Code of Ethics for Professional Accountants - Emphasizes adherence to international ethical standards (including the IESBA Code of Ethics) to ensure integrity, objectivity, and independence in the accounting profession.</p>	<p>ICPAK first adopted the IESBA Code of Ethics as the ICPAK Code of Ethics and has continuously updated it to incorporate new and revised requirements issued by the IESBA.</p> <p>Members of the Institute are required to adhere to the IESBA Code. The Institute thrives to ensure the effective implementation of the Code of Ethics and continuously educates its members as it carries out sensitization on ethical requirements on both the local laws and regulations and the IESBA Code. The institute annually reviews its CPD programming to consider any pronouncements issued by the IESBA on topics such as addressing conflict of interest, fraud, and responding to non-compliance with laws and regulations.</p>	<p>Sustain</p>
<p>SMO 5-International Public Sector Accounting standards - Requires adoption of International Public Sector Accounting Standards (IPSAS) by public sector entities, promoting transparency, accountability, and good governance.</p>	<p>ICPAK works with the Public Sector accounting Standards Board Kenya to strengthen IPSAS implementation in the country through various collaboration activities. There are templates in place that guide the public sector accountants on how to prepare reports to ensure comparability and effective disclosures. Training sessions are also carried out aimed at building technical capacity of finance staff in the public sector—many of whom are ICPAK members—by providing training materials and synthesis reports on the gaps in compliance with the financial reporting templates.</p> <p>Through the Financial Reporting Awards (FiRe) Award compliance with IPSAS is assessed and monitoring of implementation carried out with entities receiving feedback on areas of improvement.</p> <p>Additionally, the Institute consults members on Exposure Drafts issued by the IPSASB and then submit comments. From 2022 to date (2024) The Institute continued to have a Public Sector Sub Committee in place whose mandate was to advise on areas relating to implementation of standards in public sector reporting and</p>	<p>Sustain</p>

	<p>providing feedback on specific Kenyan issues for inclusion to the new standards developed by IPSASB.</p> <p>ICPAK reports that it informs both its members and key stakeholders in the public sector about developments to IPSAS and activities of the IPSASB through its e-newsletter. ICPAK also trains members on IPSAS by including IPSAS content in its continuing professional development programs and ICPAK states that it collaborates with the PSASB to develop the content of these training programs. Additionally, the institute has established a mechanism to consult members on Exposure Drafts issued by the IPSASB and then submit comments. In 2022, the Institute constituted a Public Sector Sub Committee whose mandate was to advise on areas relating to implementation of standards in public sector reporting and providing feedback on specific Kenyan issues for inclusion to the new standards developed by IPSASB.</p>	
<p><i>SMO 6-Investigation and Discipline</i> - Outlines the need for mechanisms to investigate and discipline members who engage in unethical or illegal practices, maintaining the integrity of the profession.</p>	<p>In line with its mandate under the Accountants Act of 1978 and the 2008 amendments, ICPAK has an independent Disciplinary Committee to sanction members while its Registration and Quality Assurance Committee undertakes investigations of complaints. ICPAK is focused on addressing all requirements outlined in the SMO 6 requirements. An appeals Committee exists to hear appeals from the Disciplinary Committee as per amendments to the Accountants Act 2008.</p> <p>In the year 2024 the Registration and Quality Assurance Committee approved an investigation procedure to guide the Secretariat in conducting investigations. During the year 2024, 18 investigations were received. Two (2) investigations were considered and recommended for disciplinary inquiry.</p> <p>The Institute in year 2024 organized annual workshops on ethical requirements and the Investigation & Disciplinary process to ensure members are aware and up to date with various requirements.</p>	<p>Execute</p>

<p><i>SMO 7-International Financial Reporting Standards</i> - Requires member organizations to ensure that International Financial Reporting Standards (IFRS) are adopted and applied by their members, particularly in the preparation of financial statements.</p>	<p>The Institute has championed adoption of accounting standards and has adopted IFRS and IFRS for small- and medium-sized entities (SMEs) for application in Kenya.</p> <p>This has been achieved through focusing on supporting members' implementation and compliance with IFRS and IFRS for SMEs as various workshops are conducted with surveys being conducted for each training to understand challenges the members face. Illustrative financial templates are issued to guide accountants on implementation of the standards. Through the Financial Reporting (FiRe) Award entities are able to get feedback on the level of compliance with the standards and areas of improvement communicated.</p> <p>Lastly, the Institute participated in the international standard-setting process by circulating IASB Exposure Drafts to its members and other stakeholders for their input and submitting comments.</p>	<p>Sustain</p>
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The International Education Standards (IES 1-8) present the underlying principles, concepts, and definitions that enhance accountancy education, including the Framework for International Education Standards for current and aspiring professional accountants, entry to professional accounting education programs, Initial Professional Development of an aspiring professional accountant, as well as Continuing Professional Development, and Professional Competence for Engagement Partners for Audits of Financial Statements.

It is in line with these requirements that the Institute developed its internal policies to

ensure compliance to the competence requirements as set out by IFAC while providing an opportunity for all practicing and non-practicing accountants in Kenya to improve their skills and expertise in various core areas. ICPAK further continues to adhere to high standards of professional competence to uphold public interest while sustaining its membership with IFAC, PAFA and other PAOs with whom it has signed MoUs and MRAs. The Institute is committed to ensuring the lifelong learning of professionals while supporting them to build competency and expertise in their respective areas of practice.

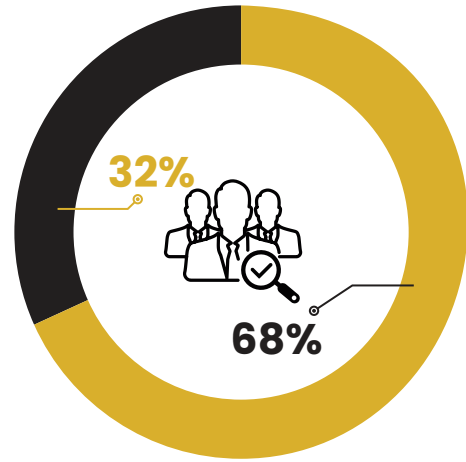




**THINK IT.
WANT IT.
GET IT.**

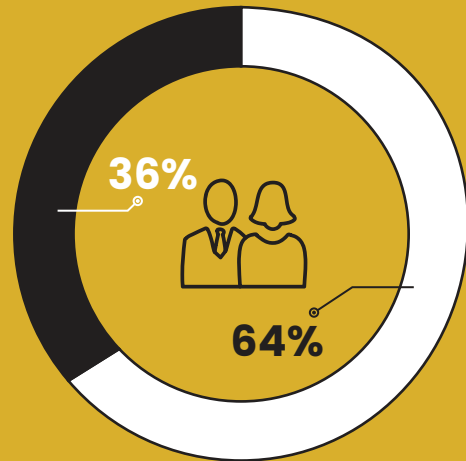
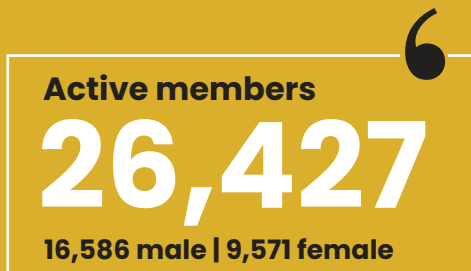
ICPAK Membership Demographics

The overall membership of the Institute is 38,860 members composing of 12,433 inactive and 26,427 active members spread across sectors and serving at various levels in the profession.



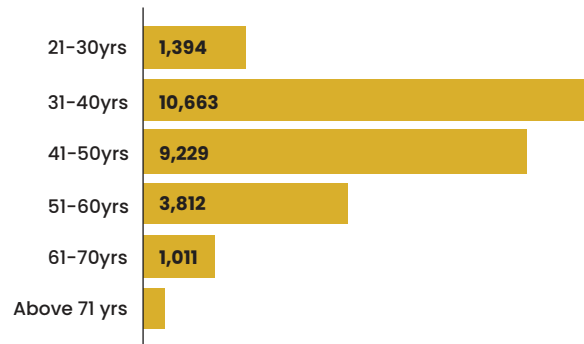
Active members by gender

Out of the active members, (64%) 16,586 are male and (36%) 9,571 females as depicted in the chart below:



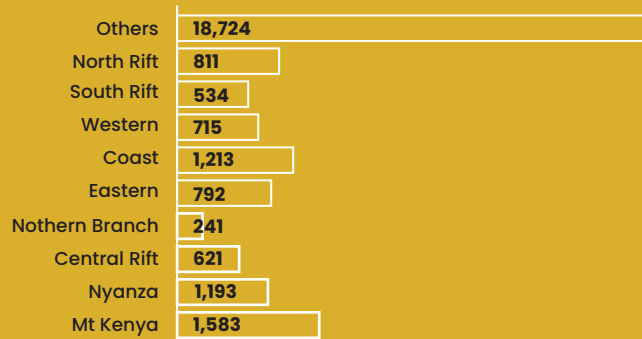
Active members by age

ICPAK's membership is drawn from various age groups, showing the Institute's dedication to supporting accountants throughout every phase of their professional journey, with the majority (40%) being between 31-40 years old as depicted alongside:



Active members by branch

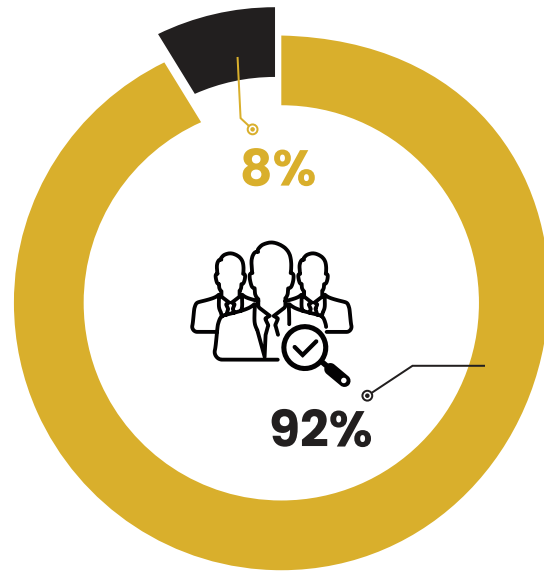
ICPAK operates a robust branch network that spans across all regions in Kenya. Each branch serves as a platform for members to access professional development and networking opportunities.



Analysis of Members by Category – Practicing & Non-Practicing Members

ICPAK members are further categorized based on their professional engagement as either practicing or non-practicing. Practicing members hold valid practicing certificates and provide audit, tax, and consultancy services. Non-practicing members are employed across a broad range of sectors including public service, corporate institutions, academia, and the not for profit among other sectors. This distinction highlights the versatility and wide-reaching impact of the accounting profession in Kenya, with a significant proportion of members currently serving in non-practicing roles.

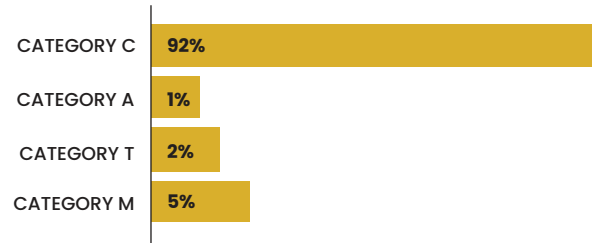
Practicing	2,164	8%
Non-practicing	24,263	92%
	26,427	100%



Analysis per category of license

The Institute started issuing practicing certificates in the year 1978 and has seen a growth in the number of licenses issued from 37 in 1978 to 3,100 being the total number of registered practicing members to date. As of December 2024, the Institute had issued annual licenses to 1,096 firms which had a total of 2,164 practicing members as their partners.

The Institute launched multiple licenses which were issued effective January 2021. The multiple licensing regime is aimed at streamlining the over 3,000 holders of practicing certificates. The multiple licenses cover the disciplines of Audit & Assurance, Taxation and Consulting Services as illustrated below.



Number of Practitioners per Category as at 31st Dec 2024

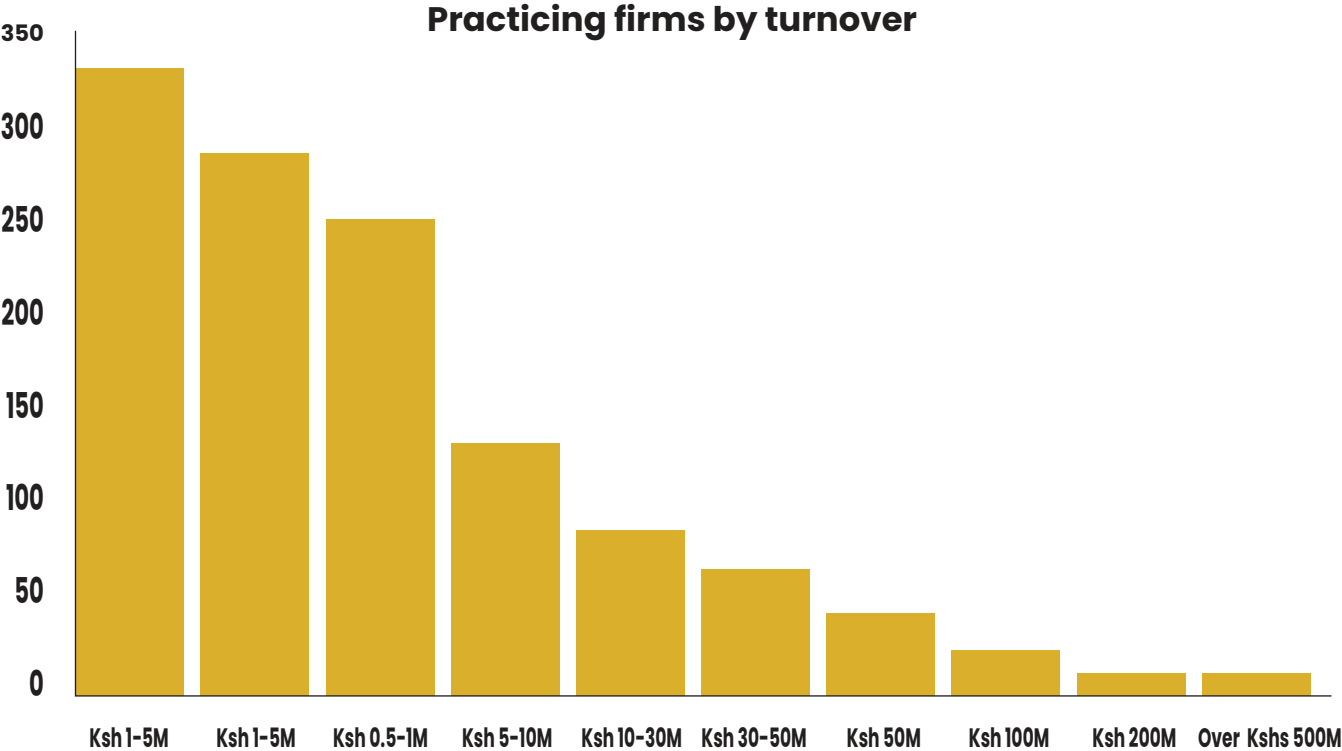
Category	Number	%
CATEGORY M	104	5%
CATEGORY T	36	2%
CATEGORY A	23	1%
CATEGORY C	2,001	92%
TOTAL	2,164	100%





Analysis per firm turnover - SMPs & Big Firms

Currently, the accountancy profession in Kenya is characterized by small and medium practicing members accounting for more than 80% of the entire practice. The remaining 20% is taken up by the big four firms and a few relatively large firms who constitute more than 80% of the value of the practice jobs.





Overview of our Financial Results

Revenue Trend

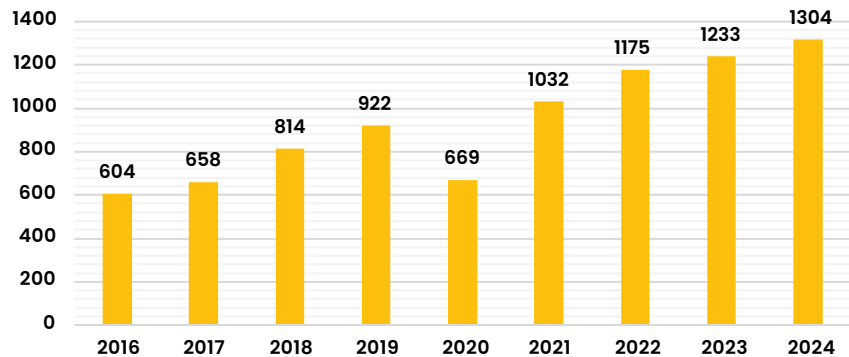
The revenue trend from 2016 to 2024 demonstrates a general upward trajectory, with a brief dip in 2020. From 2016 to 2019, revenue grew steadily from 604 million to 922 million, indicating consistent business strategies employed by the Institute. However, in 2020, there was a noticeable decline to 669 million, which was caused by disruptions in operations because of the COVID-19 pandemic.

Despite this setback, revenue rebounded strongly in 2021, reaching 1.032 billion, surpassing pre-2020 levels. This recovery continued in the following years, with revenue increasing to 1.175 in 2022, 1.233 billion in 2023, and 1.304 billion in 2024. The post-2020 surge suggests a resilient and adaptable business model applied by the Institute, capable of overcoming challenges and maintaining long-term growth.

REVENUE
1.304B
in 2024



Revenue Trend in Millions, Ksh




Our Surplus

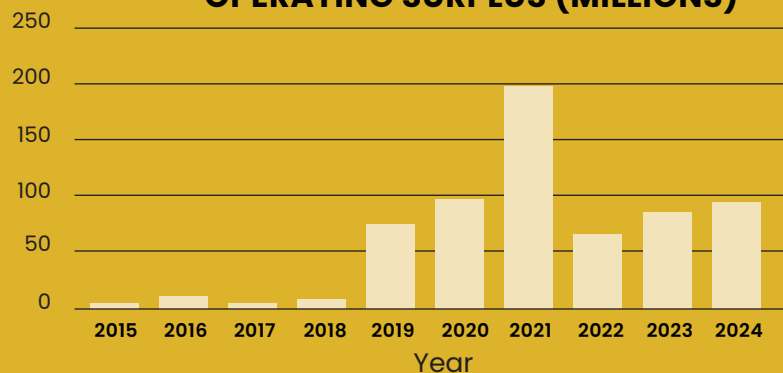
The data reflects significant fluctuations in surplus from 2015 to 2024, with periods of rapid growth and subsequent corrections. From 2015 to 2018, the surplus remained relatively low, fluctuating between 1,950 and 7,212. However, in 2019, there was a dramatic surge to 74 million, followed by further rapid growth in 2020 (96 million) and peaking in 2021 at 195 million. This sharp increase is an indication of a period of strong financial performance, driven by favorable economic conditions and strategic financial management.

In 2022, the surplus experienced a significant decline to 65 million. This drop is attributed to political instability during the election year, which led to economic uncertainty affecting ICPAK revenues. Despite this decline, the surplus rebounded in 2023 (85 million) and continued growing in 2024 (95 million), indicating a recovery as stability returned. Overall, the trend highlights a surplus pattern influenced by both internal and external factors such as political conditions. While the overall trajectory remains positive, the fluctuations emphasize the impact of external uncertainties on the Institute's financial performance.

Surplus
95M
in 2024



OPERATING SURPLUS (MILLIONS)

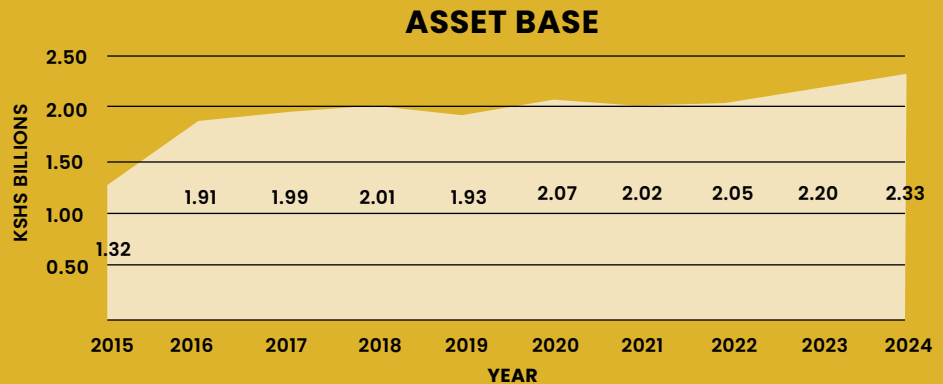


Asset Base

The asset base trend from 2015 to 2024 shows a general upward trajectory, with minor fluctuations in certain years. Between 2015 and 2018, the asset base steadily increased from 1.32 billion to 2.01 billion, reflecting consistent growth. However, in 2019, there was a slight decline to 1.93 billion, mainly due to investment property devaluation. This dip was short-lived, as the asset base rebounded in 2020 to 2.07 billion, marking continued expansion.

From 2021 onward, the assets remained relatively stable with incremental growth, rising from 2.02 billion in 2021 to 2.05 billion in 2022, and further to 2.20 billion in 2023. By 2024, it reached 2.33 billion, indicating sustained asset accumulation. Overall, the trend suggests a healthy and expanding asset base, with a brief dip in 2019, followed by continuous growth. This pattern reflects strong financial management, investment in assets, and resilience despite occasional fluctuations.

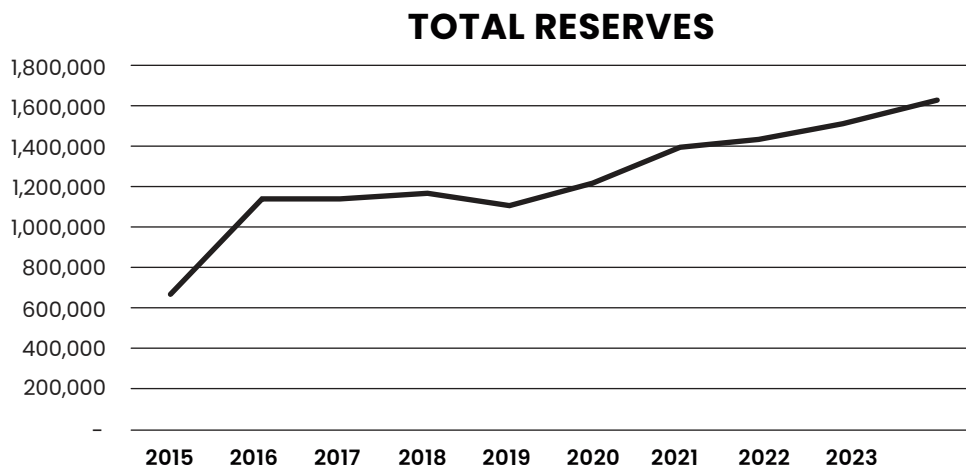
Asset Base
2.33B
 in 2024

Total Reserves

The total reserves trend from 2015 to 2024 shows steady growth with a slight dip in 2019 before continuing its upward trajectory. From 2015 to 2018, reserves grew consistently from 673,837 to 1,168,759, reflecting strong financial accumulation. However, in 2019, there was a slight decline to 1,121,513. This was as result of devaluation in the investment property.

Despite this dip, reserves rebounded in 2020 (1,221,099) and continued to grow steadily. The years 2021 to 2024 show sustained increases, reaching 1,619,107 in 2024. This consistent growth is because of strong financial management and increased profitability. Overall, the trend suggests financial stability and resilience, with only minor fluctuations. The steady increase in reserves over time reflects sustainable financial growth and prudent resource management adopted by the Institute.



2024 CPD Trainings

The Institute as a member of International Federation of Accountants (IFAC), ICPAK has organizational abilities as outlined in various International Education Standards (IESs) for professional accountants and Statement of Member Obligations (SMOs) in maintaining lifelong learning among professional accountants. The Institute ensures lifelong learning through carrying out CPD training categorized as follows: Conferences, Seminars, Virtual Symposiums, Webinars, CPD Bytes and Videos, Online Exams, Certifications, Master Classes and In-house customized trainings.

All members owe it to themselves, and their fellow professionals, to ensure that they are professionally up to date and that the reputation and value of their qualification is safeguarded. CPD programs enhance capacities and competencies of CPAs to discharge their professional duties. One of the critical objectives of the Institute’s CPD program is to equip CPAs with relevant and appropriate skills to improve their output in current positions as well as develop them to provide innovative strategic leadership including value-based decision making.

As part of its efforts to fulfil the above objectives, ICPAK aligned its CPD offerings to comply with the provisions of IES 7 & 8 and ensure further compliance to IFAC SMOs. This is done with the aim of imparting deep technical expertise to its members and non-members alike. In line with the innovation road map informed by the changes in the accountancy profession, the Institute has packaged a wide array of courses designed to develop and upskill accountants to be future fit and future ready. The courses will utilize various learning methods such as

presentations, case studies, group works, illustrations, videos, demonstrations, questions & answers among others, including written tests in some instances that will be administered at the end of the course.

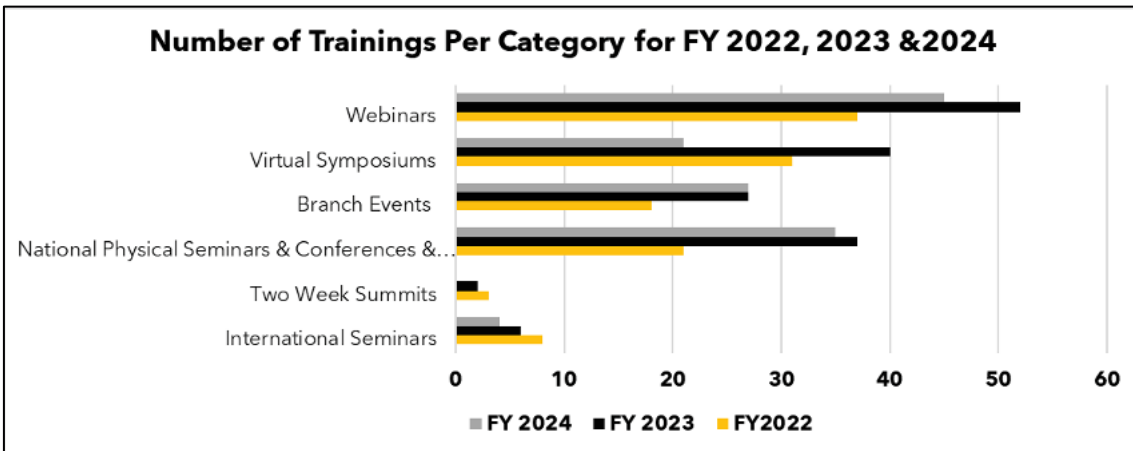
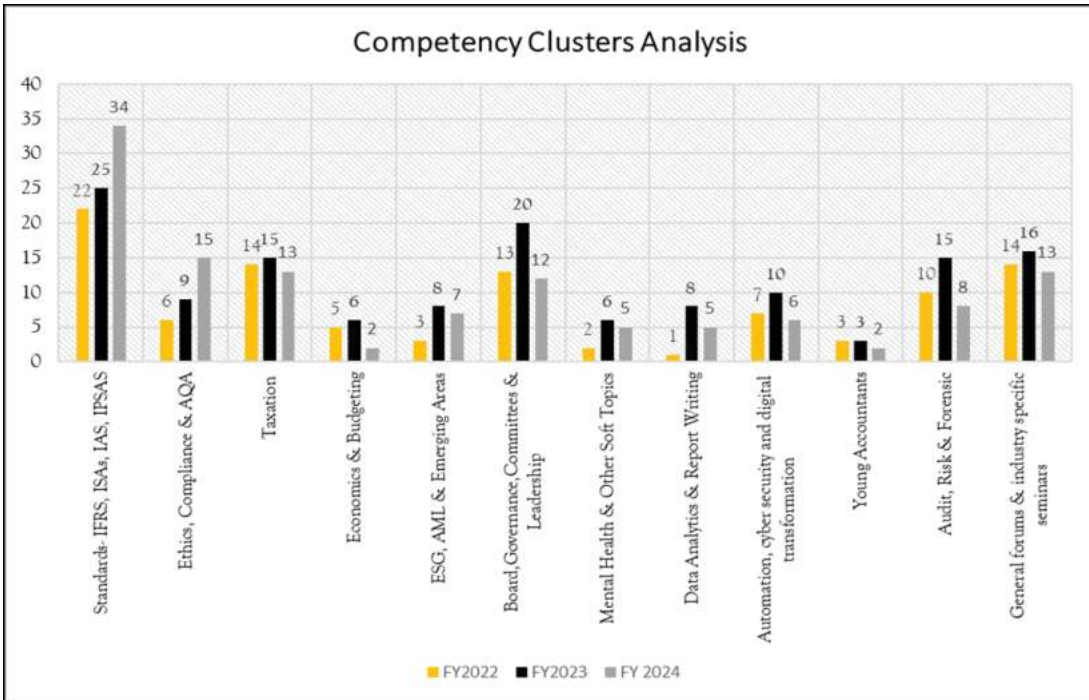
The Institute faced stiff competition from other upcoming training institutions in providing capacity building programs to professionals on technical and new emerging areas. International best practice in the training space has also seen an introduction of long-term courses for professionals thus providing them with an avenue for deeper learning and assessment of outcomes as opposed to the short facilitator-led courses where the depth and time for assessment has been a challenge. The Institute was forced to respond to market needs by retaining new innovative trainings that would attract both members and non-members in a bid to demonstrate agility, remain relevant, and retain its market leadership position as a provider of high quality and affordable training solutions to accountants and leaders in various industries.

Following the outcomes of the capacity building initiatives undertaken in 2023 and with a forward-looking approach targeting the specific skills and attributes required by professionals; the Institute developed a competency framework that was underpinned by its regulatory role as well as its mandate to build and develop the capacity of professionals in various subjects.

The following table summarizes the clusters within which the Institute’s CPD trainings were categorized in 2024:

COMPETENCY CLUSTER	FY 2024
Standards- IFRS, ISAs, IAS, IPSAS	35
Ethics, Compliance & AQA	15
Taxation	13
Economics & Budgeting	2
ESG, AML & Emerging Areas	7

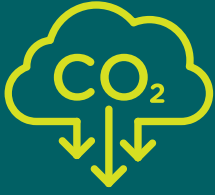
Board, Governance, Committees & Leadership	12
Mental Health & Other Soft Topics	5
Data Analytics & Report Writing	5
Automation, cyber security and digital transformation	6
Young Accountants	2
Audit, Risk & Forensic	8
General forums & industry specific seminars	13
TOTAL	123



Training Category	FY2022	FY 2023	FY 2024
International Seminars	8	6	4
Two Week Summits	3	2	0
National Physical Seminars & Conferences & Masterclasses	21	37	35
Branch Events	18	27	27
Virtual Symposiums	31	40	21
Webinars	37	52	45
TOTAL	118	164	132



SUSTAINABILITY HIGHLIGHTS



GHG emissions (tons of CO₂ eq.)

1,643.41

Total emissions

ELECTRICITY CONSUMPTION
140,224
(kWh)

1



2

EMISSIONS CONSUMPTION
29.03
(t CO₂ eq.)

Virgin paper purchased (kg)

921

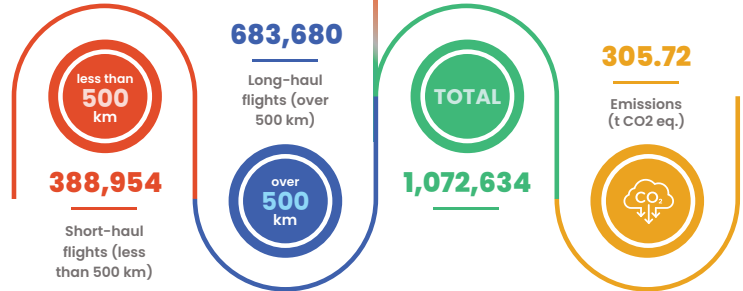
1,233.50

Emissions (t CO₂ eq.)

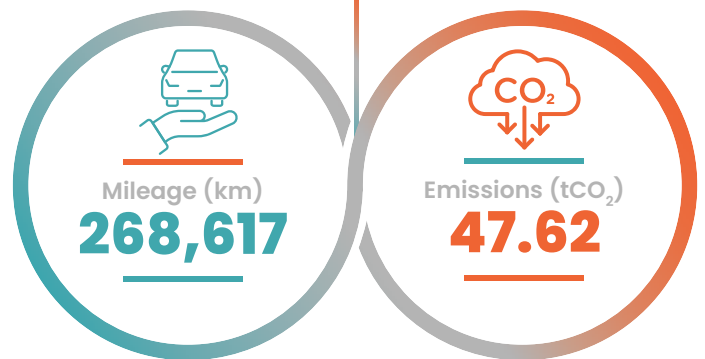


TREES PLANTED

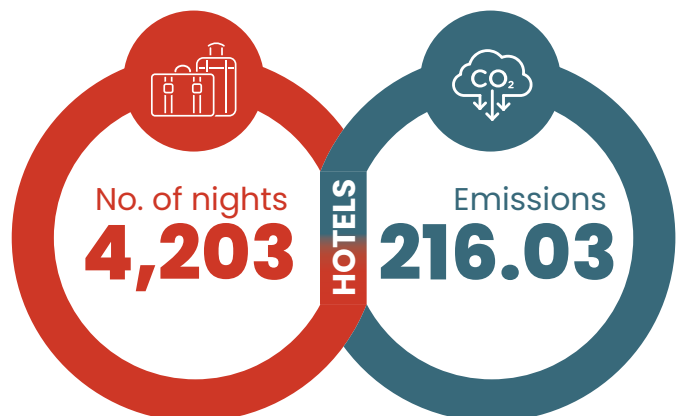
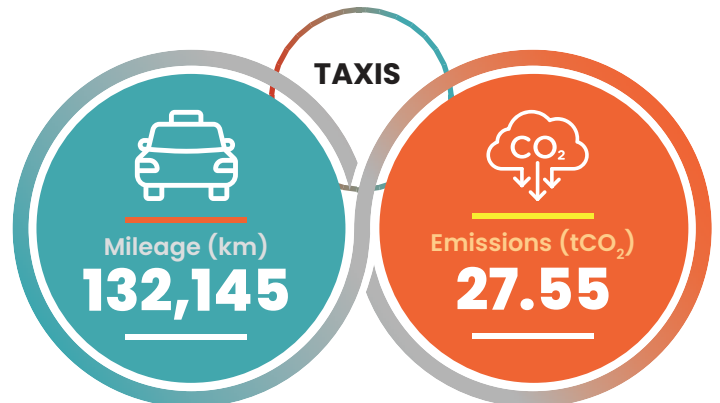
Air miles



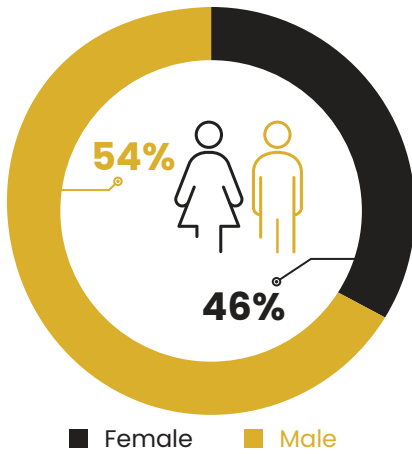
Privately owned cars



TAXIS

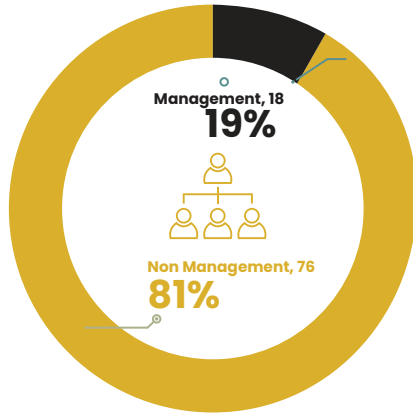


Composition of committees by gender



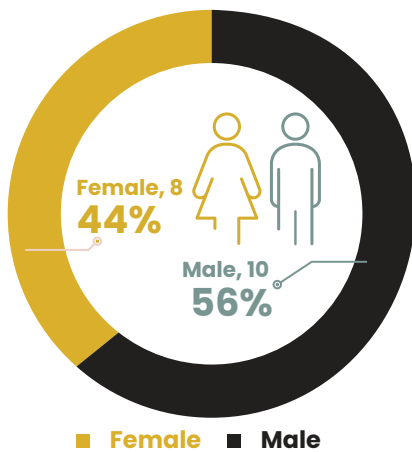
■ Female ■ Male

Management and Non-Management Staff

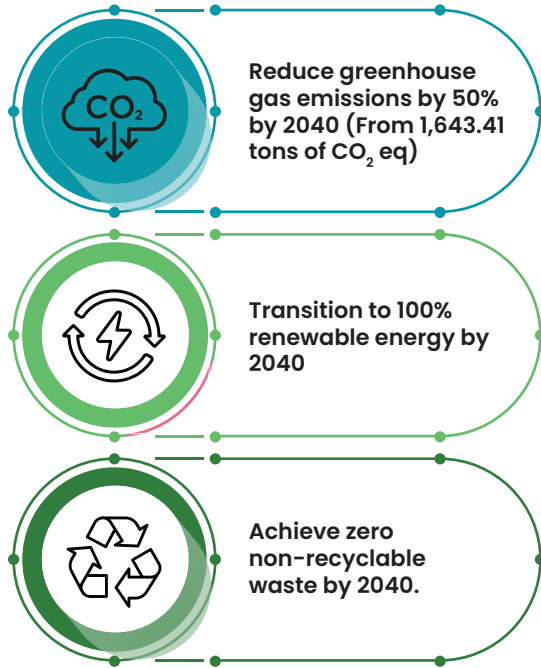


■ Non Management ■ Management

Gender Analysis - Management



■ Female ■ Male

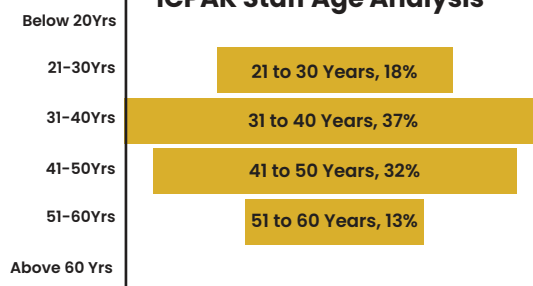


Occupancy Rates (%)

2024 **71%**
2023 **67%**
2022 **63%**



ICPAK Staff Age Analysis



Water Consumption (m³)

2022 **13,719** | 2023 **17,043** | 2024 **19,908**



CSR SPEND
4.23M



BENEFICIARIES
26,843



SUSTAINABILITY **FRAMEWORKS**

As organisations increasingly align their operations with global sustainability standards, integrating sustainability frameworks into reporting has become essential. This section outlines the key principles and guidelines that shape our approach to environmental, social, and governance (ESG) disclosures, ensuring transparency and accountability. We adhere to internationally recognized frameworks such as the Global Reporting Initiative (GRI), the United Nations Global Compact (UNGC) and the United Nations Sustainable Development Goals (SDGs). By embedding these frameworks into our reporting, we provide stakeholders with a clear, data-driven view of our ESG impact, risk management strategies, and long-term sustainability commitments

IFRS S1 & S2

Adoption of IFRS S1& S2

ICPAK has adopted the inaugural sustainability standards, promoting transparency and reliability of sustainability-related information and climate change disclosures. The standards, developed by ISSB, aim to improve trust and confidence in company disclosures about sustainability to inform investment decisions. The ISSB Standards ensure companies provide sustainability-related information alongside financial statements in the same reporting package and are built on the concepts of IFRS Accounting Standards, which are required by over 140 jurisdictions. The adoption of these standards is expected to usher in a new era of sustainability-related disclosures in capital markets worldwide.

IFRS S1: General requirements for disclosure of sustainability-related financial information

IFRS S1 sets out the general requirements for disclosure of sustainability-related financial risks and opportunities that could reasonably be expected to affect the entity's prospects. The effect on the entity's prospects refers to the effects of cash flows, access to finance or the cost of capital over the short, medium or long term.

The objective of the General Requirements Standard is to require an entity to disclose information about its sustainability-related risks and opportunities that is useful to the primary users of general-purpose financial

statements when they make decisions about providing resources to the entity. The reporting entity is required to disclose material information about all sustainability-related risks and opportunities to which it is exposed.

Core Content

IFRS S1 mandates entities to disclose their governance, strategy, risk management, metrics, and targets related to sustainability-related risks and opportunities. This 'core content' is crucial for primary users to assess the impact of these risks on cash flows, finance access, and capital cost over the short, medium, and long term. The disclosure requirements are built on the taskforce on climate-related financial disclosures' four pillars.

a) Governance

The objective of sustainability-related financial disclosures on governance is to enable users of general-purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee sustainability-related risks and opportunities.

b) Strategy

The objective of sustainability-related financial disclosures on strategy is to enable users of general-purpose financial reports to understand an entity's strategy for managing sustainability-related risks and opportunities.

c) Risk Management

The objective is to enable users of general-purpose financial reports to understand an entity's processes for identifying, assessing, prioritising and monitoring sustainability-related risks and opportunities, whether and how these processes are integrated into the entities over risk management process, and how to assess the entity's overall risk profile and its overall risk management process.

d) Metrics and Targets

The objective of sustainability-related financial disclosures is to enable users of general-purpose financial reports to understand an entity's performance in relation to its sustainability-related risks and opportunities, including progress towards any targets the entity has set, and any targets required to meet by law or regulation.



IFRS S2: Climate-related disclosures

IFRS S2 is the International Accounting Standards Board's first topic-specific standard, requiring an entity to disclose climate-related risks and opportunities in conjunction with IFRS S1. The objective is to provide information about these risks and opportunities that are useful to primary users of general-purpose financial reports in making decisions about providing resources. The standard is structured around the four core content pillars of governance, strategy, risk management, metrics, and targets specified in the IFRS S1 General Requirement Standard. This information is expected to affect the entity's prospects.

a) Governance

The objective of climate-related financial disclosures on governance is to enable users of

general-purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities.

b) Strategy

The objective of climate-related financial disclosures on strategy is to enable users of general-purpose financial reports to understand an entity's strategy for managing climate-related risks and opportunities.

c) Risk Management

The objective is to enable users of general-purpose financial reports to understand an entity's processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities, whether and how these processes are integrated into the entities over risk management process, and how to assess the entity's overall risk profile and its overall risk management process. Specifically, an entity is required to disclose information about:

d) Metrics and Targets

The objective of climate-related financial disclosures is to enable users of general-purpose financial reports to understand an entity's performance in relation to its climate-related risks and opportunities, including progress towards any targets the entity has set, and any targets required to meet by law or regulation.

ICPAK has formed a multi stakeholder committee on sustainability reporting to provide seamless guidance on implementation of the new standards and to harmonize the requirements from different stakeholders and regulators at a national level. The main objectives of the committee will be to help in the adoption and implementation of the sustainability standards for a global baseline of sustainability disclosures, to develop sector specific implementation guidelines for sustainability reporting in Kenya and to meet the information needs of both local and regional investors.

Through the implementation of IFRS S1 and IFRS S2, ICPAK aims to help businesses integrate sustainability into their core operations. This initiative not only fosters positive impacts on society and the environment but also protects

long-term financial performance. These standards enhance firms' credibility by promoting transparency and accountability, thus building trust among investors, consumers, regulators, and other stakeholders.

United Nations Global Compact (UNGC)

The United Nations Global Compact (UN Global Compact) is one of the world's largest corporate sustainability initiatives, designed to guide businesses in adopting responsible and ethical practices. Launched in 2000, the initiative calls on companies to align their operations and strategies with ten universally accepted principles that promote human rights, labor standards, environmental responsibility, and anti-corruption.

Organisations play a crucial role in promoting sustainable economic growth, social progress, and good governance on a global scale by incorporating these principles into their core business strategies. The UN Global Compact provides a framework for corporate sustainability, urging businesses to exceed mere compliance and create a significant positive impact in their respective industries and communities.

Kenya is actively involved in the United Nations Global Compact (UNGC) through the Global Compact Network Kenya, which was established in 2007. This local network serves as a platform for Kenyan businesses and non-business entities to align their operations and strategies with the UNGC's Ten Principles, encompassing human rights, labor standards, environmental stewardship, and anti-corruption efforts.

The Global Compact Network Kenya offers members access to resources, training, and collaborative opportunities to advance sustainable and ethical business practices.

Notably, in 2012, the Kenyan business community, with support from the UNGC, developed the Code of Ethics for Business in Kenya, a framework guiding ethical business conduct across the country.

As the professional body for members, ICPAK continues to leverage its influence, expertise, and networks to drive responsible business practices and sustainable economic development in Kenya and beyond by adopting some of the strategic actions below.

UNGC PRINCIPLES	DEFINITION	ACTIVITIES UNDERTAKEN
Human rights	Support and respect the protection of internationally proclaimed human rights.	ICPAK treats its members and stakeholders with dignity.
	Ensure that they are not complicit in human rights abuse	ICPAK upholds human rights in all activities and processes.
Labor	Uphold the freedom of association and the effective recognition of the right to collective bargaining.	ICPAK requires that providers of subcontracted services like cleaning and security adhere to labour laws.
	Support the elimination of all forms of forced and compulsory labor.	ICPAK requires that providers of subcontracted services like cleaning and security adhere to labour laws.
	Support the effective abolition of child labor.	ICPAK human resource guidelines have ensured that only persons who have attained the age of employment are engaged.

	Support the elimination of discrimination in respect of employment and occupation.	ICPAK is an equal opportunity employer. Staff establishment at the Institute is diverse and embraces inclusivity.
Environment	Support a precautionary approach to environmental challenges.	The institute has installed a power system in the CPA centre building to enhance energy efficiency and reduce carbon our carbon footprint.
	Undertake initiatives to promote greater environmental responsibility.	The institute participated in planting 9,183 trees during the year.
	Encourage the development and diffusion of environmentally friendly technologies.	The institute came up with an initiative to recycle lanyards during our seminars. This will go a long way in enhancing sustainability.
Anti-corruption	Work against corruption in all its forms, including extortion and bribery.	<p>Stakeholder engagement with accountability institutions such as the EACC, Directorate of Public Prosecutions, Directorate of Criminal Investigations, Controller of Budget, Auditor General, Attorney General's Office, Kenya Revenue Authority and Parliament among others to strengthen policy frameworks on accountability including lobbying for enactment of a whistle blower legislation</p> <p>In partnership with Financial Reporting Centre and GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), the Institute launched the Anti-Money Laundering Guide. This guide is designed to reduce the possibility of accountancy profession being knowingly or unknowingly used for offenses involving proceeds of crime, fraud, theft or money laundering ICPAK requires all its suppliers to sign and adhere to code of ethics and anti-corruption practices.</p>



ICPAK'S
SUSTAINABILITY
STRATEGY

Our approach to sustainability

Sustainability is fundamental to our strategic thinking. As this report reflects, we understand that we have a significant role to play as a responsible corporate citizen and we take the cumulative effect of our activities on long-term sustainability very seriously. As a Regulator and member organisation that is growing every year, we appreciate the importance of managing our carbon footprint. The first step is to measure our emissions, and these are reported in Section 19 of this document. ICPAK is currently on a long-term Strategic Plan with annual review and planning for its Environmental, Social & Governance contexts of its operations during each cycle.

Our Sustainability Vision and Mission

To be a net-zero emissions organization by 2050 while creating positive social impact and ensuring long-term economic growth and value for our members.



Sustainability Pillars

Sustainability Reporting being a centre of what we do, both as an Institute and in our regulatory role within the profession, we have focused our sustainability strategy on four main pillars of sustainability:

- **Environmental:** Under this pillar, we monitor our energy use, carbon footprint, waste reduction, water conservation, biodiversity.
- **Social:** Under this pillar, we monitor our community engagement, labour practices, diversity and inclusion, health & safety.
- **Governance:** Under this pillar, we monitor our effective leadership practices and equitable policies in appointment to leadership roles.

- **Economic:** Under this pillar, we monitor our sustainable sourcing, ethical investments, circular economy, financial resilience.

Materiality Assessment

As part of our sustainability strategy, we have identified and prioritized sustainability issues that matter most to our stakeholders and business through stakeholder and member surveys, Industry benchmarking, Regulatory risk analysis and internal reviews and assessments.

We prepared the materiality analysis of topics based on GRI standards and Sustainable Development Goals (SDGs). Our ESG strategy served as a basis for the selection of significant topics which were included in this report, as regards the activities of ICPAK and stakeholder expectations. We linked selected topics with specific SDGs. In this way, we determined how the Institute's activities are aligned with 2030 agenda goals.

Based on our vision and material subjects, we have identified a number of strategic sustainability objectives that balance our short-term position with our long-term strategy. Our key material topics as elaborated in this report include:

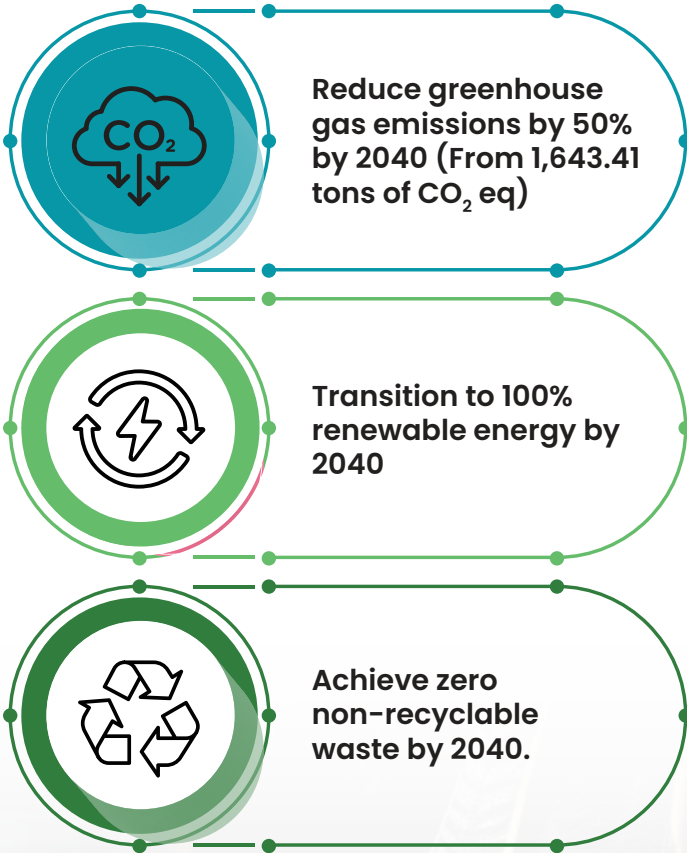
1. Responsible business conduct
 - Governance
 - Code of Conduct
 - Reporting Violations of Ethical Standards
 - Anti- Corruption
 - Member Privacy Protection
2. Environmental Stewardship
3. People and Workplace Culture
4. Community Engagement

Strategic Objectives and Targets

We have identified the below goals as part of our sustainability strategy that will enable us to realise our vision of becoming net zero by 2050:

- Reduce greenhouse gas emissions by 50% by 2040 (From 1,643.41 tons of CO₂ eq)
- Transition to 100% renewable energy by 2040
- Achieve zero non-recyclable waste by 2040.

OUR SUSTAINABILITY AMBITION



Initiatives and Action Plans

To support our Sustainability Strategy, the following key initiatives have been identified as the core pillars that will assist in operational efficiency and implementation of sustainability action plans at the institute:

- Establishment of a Green Procurement Policy
- Institutionalise Zero One Time plastic Use policy
- Implement strict printing controls and policies
- Sustainable Packaging and Merchandise
- Implement and Develop Recycling Facilities
- Improve Tree Planting and Growing Initiatives Across the Country
- Implement Carbon Offsetting Programs especially at branches
- Embed Employee Sustainability Trainings to the existing staff training programs

Frameworks

In implementation of the ICPAK' sustainability Strategy, we will follow and align with the following standards and reporting frameworks:

- IFRS S1 & S2 (General Requirements for Disclosure of Sustainability - related Financial Information & Climate - related Disclosures)
- GRI (Global Reporting Initiative)
- SDGs (UN Sustainable Development Goals)



“
SUSTAINABILITY
IS NOT AN OPTION; IT'S A
RESPONSIBILITY
— ”

United Nations Sustainable Development Goals (UN SDGs)

The United Nations Sustainable Development Goals (UN SDGs) are a set of 17 global goals that were adopted by all UN Member States in 2015

as part of the 2030 Agenda for Sustainable Development. These goals are designed to address a wide range of global challenges, including poverty, inequality, environmental degradation, peace, and justice.

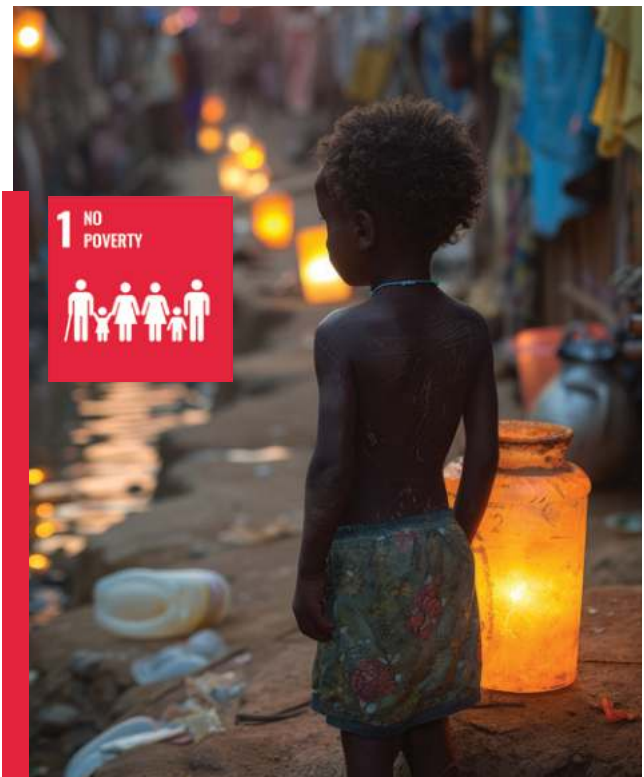


Activities undertaken by the Institute

The Institute undertook various activities at the branch and National level which contributed to the SDGs.

SDG 1 – No Poverty

- The Branch made contributions as part of its CSR activity at Joylland Primary Special School on 26th July 2024. Contributions included a lawn mower worth Kshs. 45,000, foodstuffs and consumables valued at Kshs. 30,000, and 24 manhole covers worth Kshs. 32,550. Additionally, 70 tree seedlings were planted, in line with the National Chairman's directive to plant at least 2,000 trees per year to combat the effects of climate change.
- Continued works on construction of a modern kitchen for Samitsi special school for mentally handicapped. Project is now complete.
- Financial literacy sessions



SDG 2- Zero Hunger

- Food donations, Books donation
- During the visit, 63 revision books were donated from the member contributions kitty, school fees amounting to Kshs. 10,000 each were paid for two students, 100 tree seedlings were planted, and students received insightful mentorship talks.
- Purchase of consumables at Tanga Mixed Secondary School



SDG 3-Good Health and Well-being

Good health and well-being is critical in ensuring the staff in good health both mentally and physically to enable them serve the stakeholder and members effectively and efficiently.

The Institute has various activities and programs

- Health and Wellness Programs for the employees with various health programs including mental health support, fitness programs and health insurance.
- Preventative Health Measures are available where staff are offered health screenings and wellness activities, and any vaccination drives for young children of the staff.
- Mental Health Support is availed to staff and

the membership through training sessions where counseling services are availed and mental health awareness campaigns carried out.



SDG 4 - Quality Education

- The Branch led by Chairman CPA David Okumu, conducted a mentorship session and CSR activity at St. Francis Wiga Girls Secondary School on 13th September 2024. During the visit, 63 revision books were donated from the member contributions kitty, school fees amounting to Kshs. 10,000 each were paid for two students, 100 tree seedlings were planted, and students received insightful mentorship talks.
- The North Rift Branch officially commenced the construction of a Junior Secondary School (JSS) classroom at Chepkoiya Primary School in Uasin Gishu County, Kesses, on November 25, 2024. The project marks an important step in supporting the educational needs of the local community in providing improved learning facilities for the students.
- On 26th July 2024, the Branch held a men-

torship session at AIC Kibomet Day School in Kitale. The event was met with enthusiasm, especially among the 218 Business Studies students, who were grateful for the opportunity to engage with professionals. The students were encouraged to ask questions freely, receiving valuable guidance on their careers.

- The Branch commenced the construction of an Early Childhood Development (ECD) classroom at Parburush Primary School in Narok South Subcounty on 12th July 2024 with the aim of improving the educational infrastructure at the school while strengthening the CPA brand in the community. This strategic intervention addresses the current educational gaps, fostering a brighter future for the residents while simultaneously mitigating associated challenges such as human-wildlife conflicts and seasonal impediments. The project is completed awaiting handing over.
- The Branch engaged with the University of Eldoret through an online forum. Branch Chairman CPA Leonard, Vice Chairman CPA Dr. Ben, and Secretary CPA Nelson Kore contributed to discussions aimed at improving the university's curricula and identifying solutions to enhance the education system.
- The Branch conducted mentorship talks to St Ann college in Nyahururu and RVIST Nakuru town campus in October 2024.
- Mentorship Session at South Eastern Kenya University (SEKU) - Kitui Campus on November 28, 2024, the Eastern branch organized a mentorship session at the South Eastern Kenya University (SEKU) - Kitui Campus, School of Business. The session offered insights into the accounting profession, career development opportunities, and the importance of professional certifications. The initiative is part of the branch's ongoing efforts to guide and inspire the next generation of accounting professionals
- On 18th October 2024, the Branch also organised a mentorship program at Koitaleel University College, where students from the School of Business had the opportunity to interact with the ICPAK team. The session provided valuable insights into career development and allowed students to ask questions and learn from professionals in the field.

- Mentorship at JKUAT - The branch conducted a mentorship activity at the Jomo Kenyatta University of Agriculture and Technology (JKUAT) on October 16, 2024. The session aimed to guide and inspire students in the field of accounting and related professions. Participation in Star Institute Graduation Ceremony The branch received an invitation to attend the Star Institute Graduation Ceremony on October 10, 2024, where members were able to interact with graduating students and provide insights into the accounting profession.



SDG 5-Gender Equality

The Institute is dedicated to promoting gender equality in the workplace and beyond by fostering an inclusive environment where everyone has equal opportunities regardless of gender.



SDG 6- Clean Water and Sanitation

- The Nyanza Branch conducted a CSR project at Tanga Mixed Secondary School, Siaya County, Rarieda Sub County. which had previously struggled with students walking a significant distance to the lake to get water. The school also had a water tank that was improperly installed. As a result, the tank burst due to excessive pressure - Purchase and installation of water tank at Tanga Mixed Secondary School.
- The Branch CSR project at Mandera School for the Deaf focused on the construction of a 30,000-litre underground water tank, twin toilets, and a water piping system. The project has already commenced, with the construction of the water tank and twin toilets currently underway.
- Providing two essential 10,000-liter water tanks at Mutomo School for the Deaf to address the school's water needs.
- Construction of Ablution Block at Fuleye Primary School -The Branch has successfully completed its CSR project, which included the construction of an ablution block at Fuleye Primary School in Kwale County, as well as a mentorship activity at Samburu Boys High School. Prior to this project, the students at Fuleye Primary School had no proper washroom facilities and were forced to use an old, abandoned building, shared with teachers and staff, as a restroom. The new ablution block will greatly improve hygiene and overall conditions for both students and staff.
- Renovating the Mutomo school for the deaf in Kitui County kitchen and staff washroom to improve sanitation and functionality.



SDG 7-Affordable and Clean Energy

The company has made progress towards adopting sustainable energy practices for example the Adoption of Renewable Energy through installation of solar panels.



8 DECENT WORK AND ECONOMIC GROWTH



SDG 8- Decent Work and Economic Growth

- The Nakuru Business Association held its annual Financial Management forum on 20th September 2024 at Midlands Hotel and extended invitation to ICPAK members of Central Rift Branch. 30 members participated in the forum in which networking and valuable insights on business financial management and best practices were discussed.
- The Institute on 8th November 2024, celebrated the completion of the poultry unit project at St. Nicholas Children's Home. The initiative was part of the CSR activities by the Central Rift Branch. It is expected that the project will create long-term revenue for the children's home while also meeting the children's protein dietary requirements

SDG 10-Reduced Inequality

SDG 10 focuses on reducing inequality within and among countries. With the intention of promoting equality, fairness, and inclusiveness both within the organization and in its interactions with external stakeholders.

The Institute has adopted inclusive hiring practices aimed at ensuring equity in recruitment through carrying out job advertising and having hiring processes that are designed to attract a diverse pool of candidates. Diversity and inclusion are also ensured by having an inclusive company culture that welcomes people of all backgrounds, experiences, and identities.

Providing safe work environments ensures that all employees, regardless of position, are working in safe and healthy work conditions. The workplace at the Institute is physically accessible to employees and guests with disabilities with accessible office spaces.

The Institute provides training to employees to ensure skill development and advancement in careers.



SDG 11-Sustainable Cities and Communities

Completion of the poultry unit project at St. Nicholas Children's Home. The initiative was part of the CSR activities by the Central Rift Branch. It is expected that the project will create long-term revenue for the children's home while also meeting the children's protein dietary requirements. Tree planting as well

- Town Cleaning and Tree Planning in Partnership with NYEWASCO The Branch in partnership with Nyeri Water and Sanitation Co. Ltd invited the public to a Tree planting and Town clean up exercise on 11th December 2024.



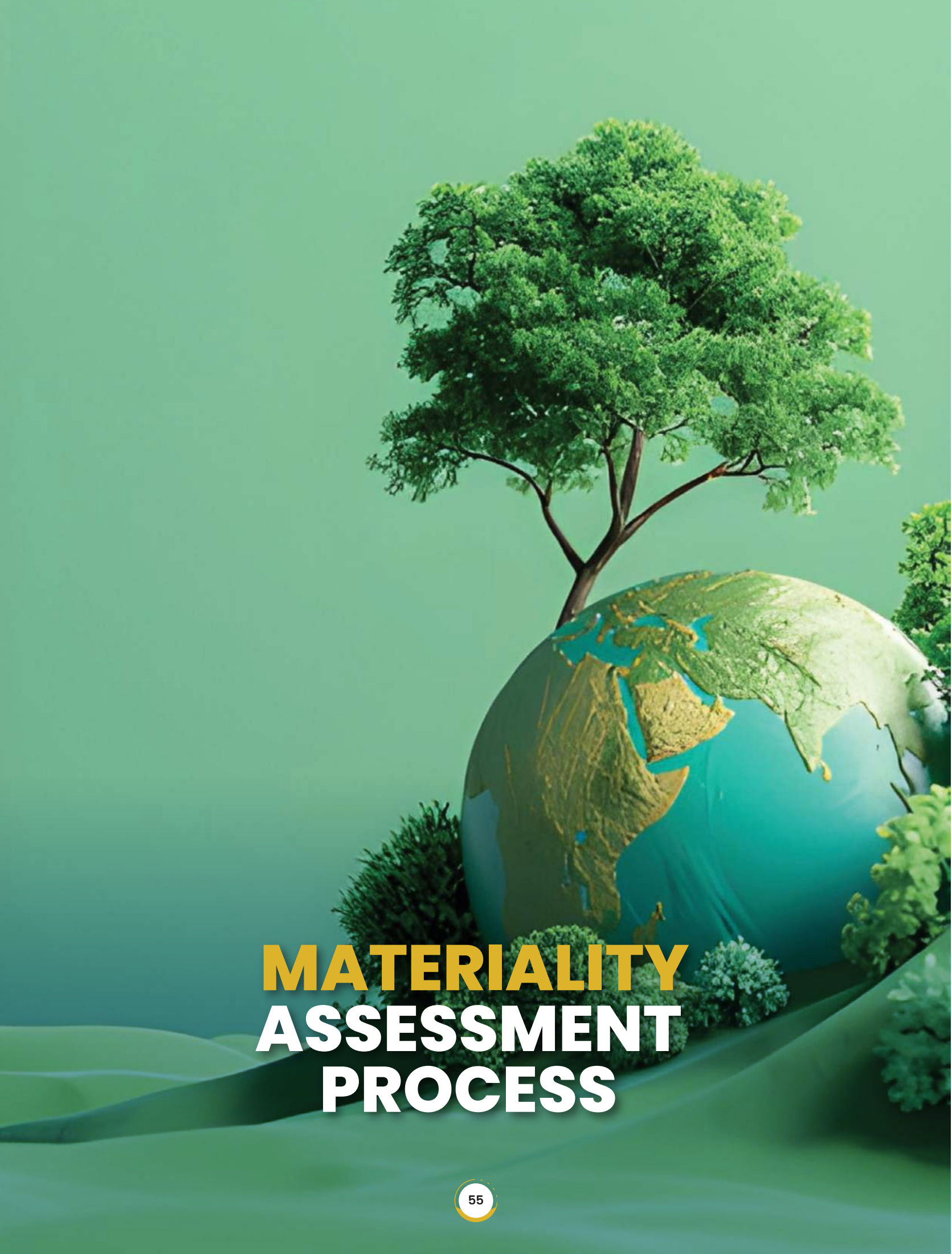
SDG 12-Responsible Consumption and Production

The Central rift branch visited Kimaru Special to discuss how ICPAK central rift branch can support them, and they requested a solar system for power generation. This has been installed and it's awaiting official handover.

SDG 13-Climate Action

- The Branch conducted a tree planting activity at AIC Kibomet Secondary Day School. Council Member CPA Wycliff Bichang'a led the EXCOM and members in planting 100 tree seedlings, contributing to the nationwide initiative to plant 15 billion trees and combat climate change.
- The branch in collaboration with AWAK and Kakamega County Government planted 1,100 tree seedlings at Kakamega forest on 14th September 2024. This was graced by first lady Kakamega County Dr. Kasilly Barasa.
- Joylland Primary Special School on 26th July 2024.70 tree seedlings were planted, in line with the National Chairman's directive to plant at least 2,000 trees per year to combat the effects of climate change.
- Tree seedlings at Tanga Mixed Secondary School and 400 tree seedlings at Mutomo School for the Deaf to promote environmental conservation.
- Tree Planting at Garissa County Headquarters -The Northern Branch participated in a tree planting initiative at Garissa County Headquarters on 14th December 2024. A total of 200 trees were planted on an acre of land adopted by the county CEC and Chief officer in charge of Environment, which contributed to environmental conservation efforts in the region
- The Branch organized a Tree planting exercise dubbed 'Planet Saving Initiative' that was held on 30th November 2024 at Kiharu Technical and Vocational College Murang'a County.





MATERIALITY **ASSESSMENT** **PROCESS**

Process of determining material topics

We prepared the materiality analysis of topics based on GRI standards and Sustainable Development Goals (SDGs). Our ESG strategy served as a basis for the selection of significant topics which were included in this report, as regards the activities of ICPAK and stakeholder expectations. We linked selected topics with specific SDGs. In this way, we determined how the Institute's activities are aligned with 2030 agenda goals.

Material topics identified

1. Responsible business conduct

Our activities are based on the principle of transparency, as evidenced to by this Report. At ICPAK we focus on all three pillars of the ESG strategy: the "E" pillar is the reduction of our carbon footprint. The "S" pillar is aimed at our internal stakeholders for whom we create a good workplace and undertake community engagement and compliance with our internal sustainability principles in the supply chain.

The "G" pillar represents transparent governance of the Institute. We apply individual activities and principles of responsible business conduct at the institute-wide level. We also provide training in these areas for our members so we can contribute to creating a better place for life.

ings is the management of ESG and sustainability topics, goal setting, and corporate policy definition. Serious risks and potential adverse impacts are regularly assessed and reported to the Council. In 2024, no serious risks or negative impacts that would adversely affect the operations of ICPAK were identified.

More on governance structures and performance of the members of the supreme governing body are highlighted in this report.

[GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-16, 2-18, 2-19, 2-20]



Governance

ICPAK is under the supervision of the supreme governing body – the Council. As a minimum a leadership meeting is held once a month. The main role of leadership meetings is to identify and evaluate risks and opportunities for the Institute.

A significant part of the agenda of these meet-

Code of Conduct

ICPAK adheres to the fundamental rules that govern our technical expertise, integrity, and independence, and to the Code of Conduct that sets out what we stand for and what is expected of us. It is a statement of our values and provides guidance to our staff in different situations. The Code of Conduct is binding for all stakeholders and compliance is mandatory.

It is an integral part of our contracts with employees, clients, and suppliers. The Code of Conduct is a mandatory element of our training and development programmes for our members as enshrined in the IESBA Code to which we are bound as a Professional Accountancy Organisation. Every new staff member receives training which specifically addresses the handling of different situations in which employees may find themselves and where proper conduct is vital.

Reporting violations of ethical standards

Employees of ICPAK can report violations of ethical standards, serious concerns, or threats in a number of ways. One of them is via the Suggestion Box which can be accessed by all employees, members, and third parties. It was established for the reporting of conduct resulting in a serious violation of regulations or laws, ICPAK rules, the ICPAK Code of Conduct, or unethical behaviour.

The violation of ethical standards can also be reported, and all the related questions can also be addressed, to our Audit Committee, the members of which include experienced representatives of our Directorates, management, and the governing body. Reports can be submitted to the Audit Committee anonymously and securely via the suggestion box. Reports of alleged violations may refer to any ethical problem, issue, or other suspicion of wrongdoing. In addition, alleged violations can also be reported directly to a member of the Audit Committee.

In the last year, there were no significant instances of violations of laws or regulations. Additionally, no fines were imposed on us. [GRI 2-15, 2-23, 2-24, 2-25, 2-26]



Anti-corruption

ICPAK considers corruption to be a serious threat to society and business. Given our values, we seek to apply integrity, transparency, and independence within the organization and in relationships with clients and the

environment we operate in on a daily basis. Corruption disrupts competition, business conditions, and the overall functioning of society. ICPAK is fully engaged in preventing corruption via all available means and encourages employees to immediately report all incidents in line with the Institute's internal rules and effective law. The Institute applies zero tolerance to corruption and any retaliation against individuals reporting corruption.

In the period, there were no confirmed incidents of corruption. [GRI 205-1, 205-3]

Member privacy protection

Technology continually presents new opportunities to work with data more effectively and to exploit it as much as possible to develop business, understand client needs, explore market opportunities, and decide on expectations, plans, marketing strategy, investment strategy, and financial reporting. However, with the use of technology in this context, we see an ever-increasing number of violations of legislative regulations, including those covering personal data and privacy protection. The offenders are often technological giants, which have been fined large sums of money. From the above, the speed and intensity of technology and data usage is such that companies focusing on competition and innovations are paying less attention to compliance and are failing to apply data protection laws. Due to the intensity of data usage, it is necessary to continually evaluate risks related to personal data protection and update and review the relevant processes.

To this end, we continually examine the set-up of internal processes to ensure compliance with the Data Protection Act modelled after the Global Data Protection Regulations (GDPR) and to review and improve our internal processes. We believe that we increase value for our members by respecting their privacy and by protecting the rights and freedoms of people whose data we come into contact with.

Some of the key milestones include official registration with the Office of the Data Protection Commissioner (ODPC), ongoing

capacity building and training, providing guidance for data protection in financial reporting, public awareness campaigns and data protection in ICPAK elections as highlighted in Section 9.9 Page 81 of this report. [GRI 418-1]

2. Environmental Stewardship

Given our substantial social impact, we actively engage in environmentally responsible business conduct to create better conditions for a sustainable future. Although we are a non-manufacturing entity, our activities still have an environmental impact. We extensively monitor how large our impact is as regards material and energy consumption, emission and water consumption.

The Greenhouse Gas Protocol (GHG Protocol), which provides internationally recognized accounting standards for GHG emissions, categorizes these emissions into three levels (Scope 1, 2, 3).

Scope 1 - direct emissions from own or controlled sources.

Scope 2 - indirect emissions from the purchase and use of electricity, steam, heating, and cooling.

Scope 3 - all other indirect emissions that occur across the value chain and are outside of an organization's direct control (e.g. emissions from business/training trips, purchased goods and services, etc.)



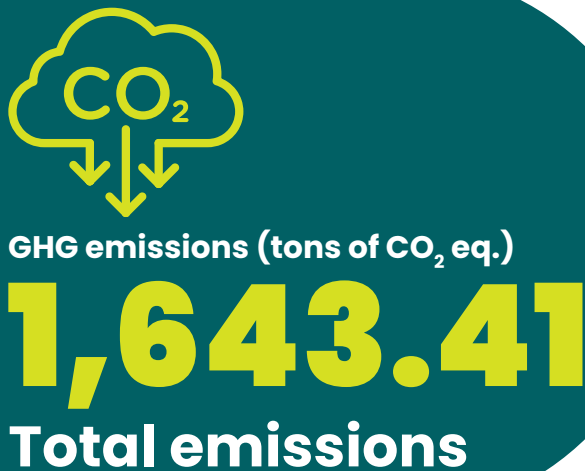


**A GOAL
WITHOUT
A PLAN
IS JUST
A WISH**

ICPAK generates GHG emissions at all three levels, with direct emissions constituting the smallest share. Other indirect emissions make up the biggest share of emissions at most non-production entities, and the same applies to us. GHG emissions associated with business/training trips are classified as other indirect emissions.

We have decided to calculate our carbon footprint from the current period, as we want to identify the biggest source of our CO2 emissions, to determine how they are evolving over time, and to take the appropriate measures to reduce our carbon footprint.

GHG emissions (tons of CO ₂ eq.)	2024
Direct emissions (Scope 1)	-
Indirect emissions from purchased energy (Scope 2)	29.03
Other indirect emissions (Scope 3)	1,614.38
Total emissions	1,643.41



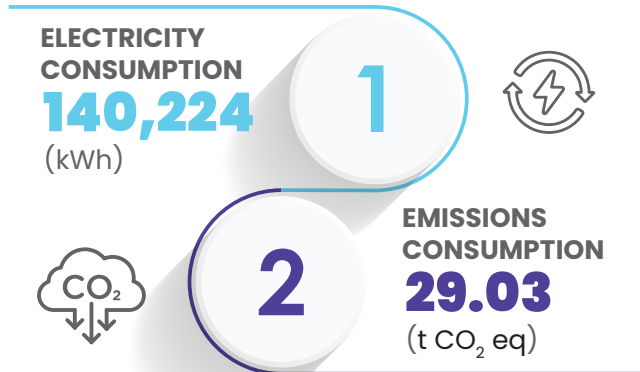
Scope 1- Direct emissions

Scope 1 includes direct emissions from owning company property, e.g. emissions from company-owned vehicles. The Institute only owns 1 company car. For business purposes, employees may use public transport, contracted taxi services, their own cars, or rent a car from a contracted firm. We as such concluded Scope 1 emissions were not material for reporting purposes. [GRI 305-1]

Scope 2 - Indirect emissions from external energy suppliers

Scope 2 includes indirect emissions from purchased and consumed energy, such as electricity for office operations, heating, and air conditioning. Energy consumed by the Institute comes from Kenya’s energy mix, which comprises renewable and non-renewable energy. The reported energy consumption refers to the energy consumed in our owned office premises.

GHG emissions (tons of CO ₂ eq.)	2024
Electricity consumption (kWh)	140,224
Emissions from electricity consumption (t CO ₂ eq.)	29.03



We consume energy from renewable sources via solar panels at our office premises for the purposes of heating and lighting. The installed 10kWp solar system has significantly improved energy efficiency, generating 5,880 kWh over eight months. The system has reduced electricity costs, promoted sustainability, and enhanced energy security. Peak performance occurred in October (980 kWh) due to favorable conditions. To maximize benefits, the Institute is exploring adding battery storage, regular performance monitoring, and expanding system capacity. Overall, the solar system has proven to be a cost-effective and sustainable energy solution.

We also raise awareness among our employees about how they can contribute to reducing energy consumption at the workplace and at home.

We have reinforced best practices for them with several steps:

- When leaving the office, unplug your monitor, computer, and computer charger from the socket
 - Only use lights when necessary and turn off the light when you leave
 - Use the staircases instead of the lifts – it’s also good for your health.
 - Only use a printer if absolutely necessary.
- [GRI 305-2]

Scope 3 - Indirect emissions from the value chain

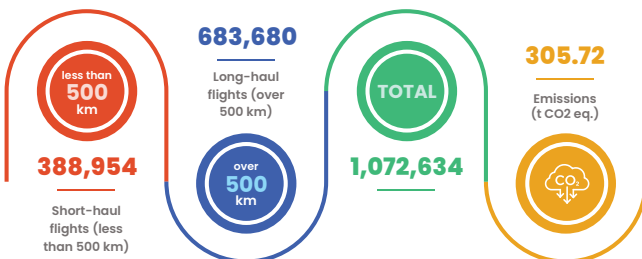
Scope 3 includes other indirect emissions from our value chain, i.e. activities that are not part of our ownership which we do not have control over. They comprise emissions from purchasing materials and services, disposing of generated waste, renting vehicles for business trips, and other emissions produced during business trips. Scope 3 constitutes the largest part of our emissions and is therefore the most significant part of our carbon footprint calculation.

[GRI 305-3]

Air miles

The methodology for reporting air miles flown is the departure date.

Air miles flown for business purposes (km)	2024
Short-haul flights (less than 500 km)	388,954
Long-haul flights (over 500 km)	683,680
Total	1,072,634
Emissions (t CO ₂ eq.)	305.72

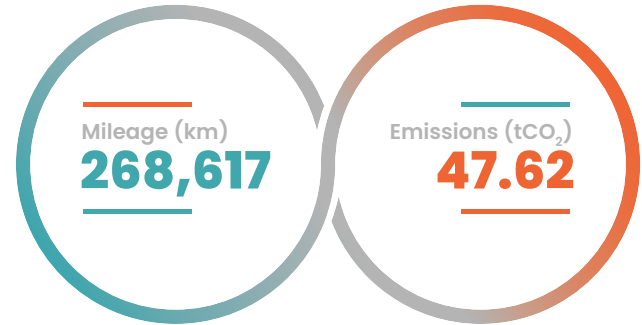


[GRI 2-1, 2-4]

Privately owned cars

Emissions produced by our employees when using private cars for business purposes were also included in emissions from business trips.

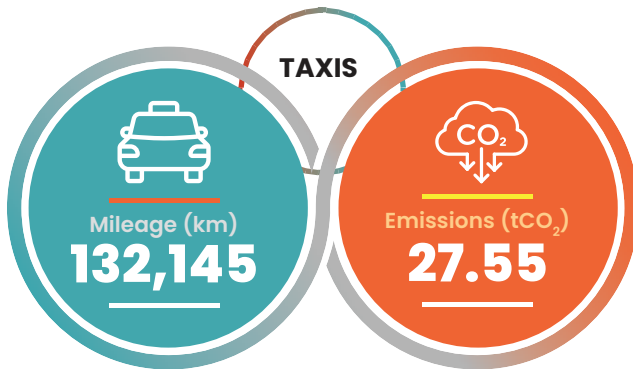
	2024
Mileage (km)	268,617
Emissions (t CO ₂ eq.)	47.62



Taxis

Our employees also use our contracted taxi service when travelling for meetings and training. This produced the following amounts of emissions:

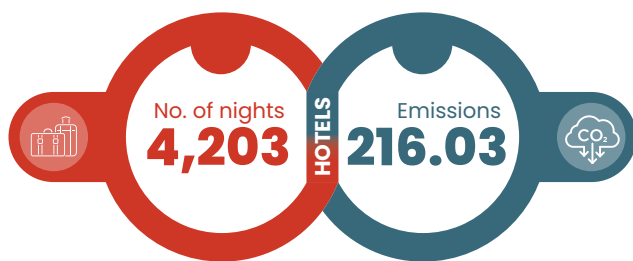
2024	
Mileage (km)	132,145
Emissions (t CO ₂ eq.)	27.55



Hotels

When business trips last several days, our employees use hotels to stay overnight. Our calculation includes domestic and foreign overnight stays in hotels:

2024	
Number of nights	4,203
Emissions (t CO ₂ eq.)	216.03



Purchased office materials

Paper

At ICPAK, office paper is the main component of our consumable material. Our goal is to reduce paper consumption to conserve natural resources, reduce environmental impacts related to using materials, and minimize waste. We are continually looking for new ways of promoting digital and virtual work with as little energy consumption as possible in all areas of

our business, including relationships with our clients.

We are developing and implementing new work procedures that also contribute to the reduction of paper consumption in our offices. Printer usage is limited by individual access, which enables monitoring paper consumption per user. The default setting of our printers is to print in black and white. Reduction initiatives such as double-sided printing, digital documentation, and controlled printing policies are also being championed.

In 2024, we used 184,937 sheets of paper. [GRI 301-1, 301-2]

To calculate our carbon footprint, we also state data on the amount of paper purchased in the period.

2024	
Amount of virgin paper purchased (kg)	921
Emissions (t CO ₂ eq.)	1,233.50



Water consumption

We have successfully optimized water consumption by implementing advanced leak detection systems, installing water-efficient fixtures, promoting awareness programs among employees, and enhancing water harvesting initiatives. The integration of rainwater harvesting and reuse systems has significantly reduced reliance on external water sources, further improving sustainability.

These efforts ensure responsible and sustainable water management, minimizing waste while maintaining operational efficiency and contributing to long-term environmental conservation.

Water Consumption & Occupancy Trends

While water consumption has increased over the years, it aligns with rising occupancy levels, indicating improved efficiency per occupant.

Water Consumption (m³):

- 2022: 13,719
- 2023: 17,043
- 2024: 19,908

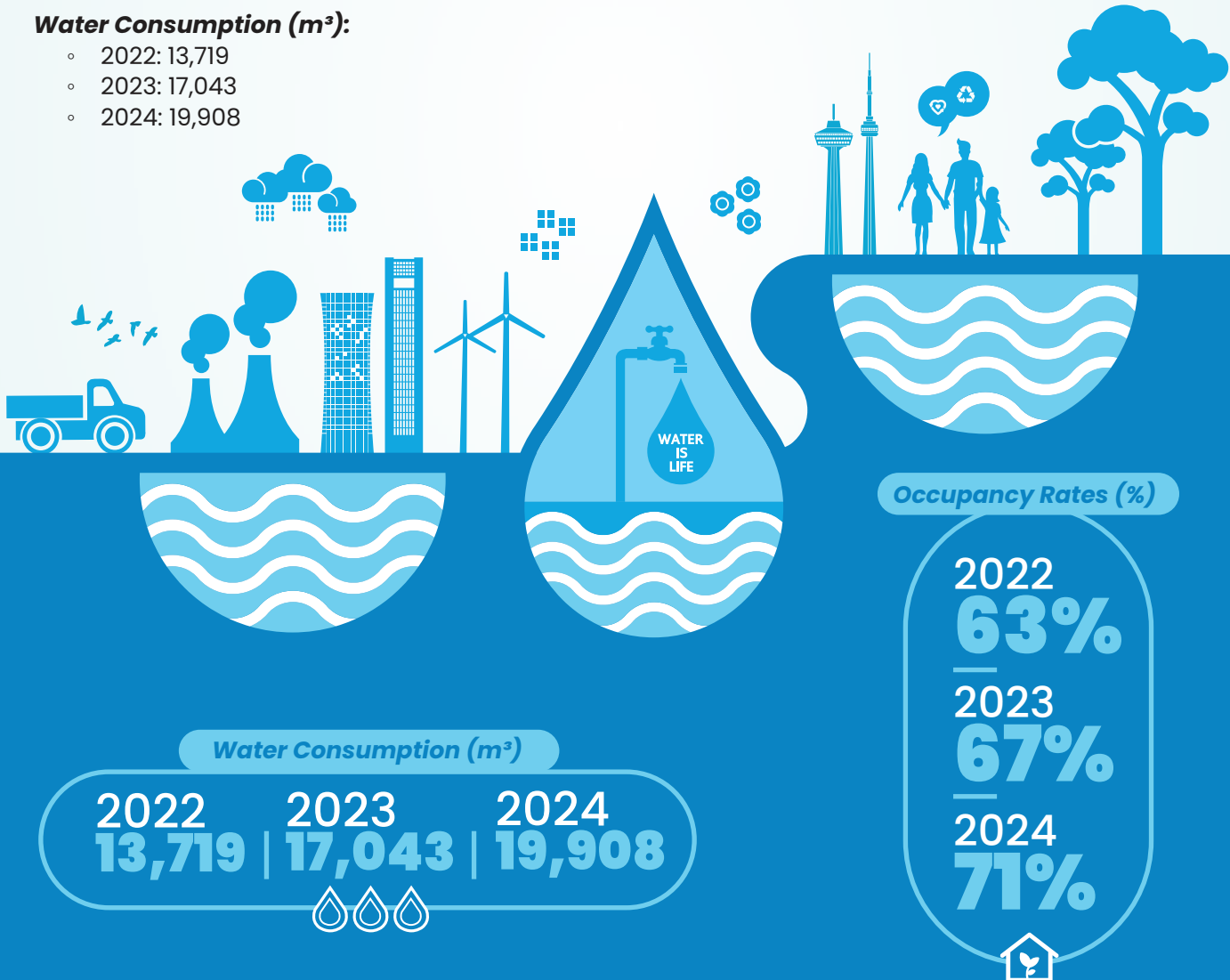
Occupancy Rates (%):

- 2022: 63%
- 2023: 67%
- 2024: 71%

By optimizing water usage despite higher occupancy, we continue to enhance sustainability while meeting operational demands effectively.

Waste

To ensure a clean and healthy environment, waste disposal at the CPA Centre is scheduled on a weekly basis. All occupants and staff are required to properly sort and dispose of waste in designated bins. Waste collection takes place every Friday at 6.00am with approximately 1,200kgs disposed each week. We intend to put in place segregated bins to assist in recycling efforts.

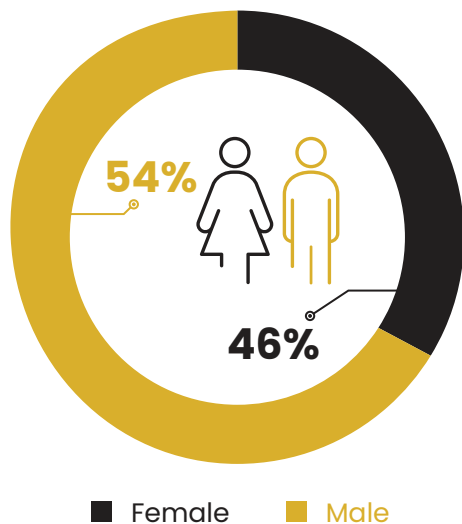




People and workplace culture

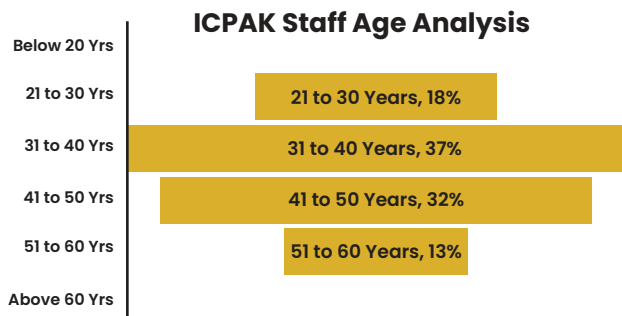
At ICPAK, our employees are of the utmost importance to us. We seek to create the best environment for their professional and personal development. We foster values such as fairness, diversity, and work-life balance.

Composition of committees by gender

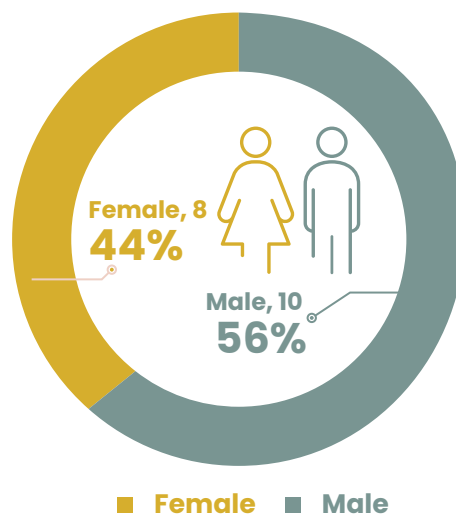


General information on employees

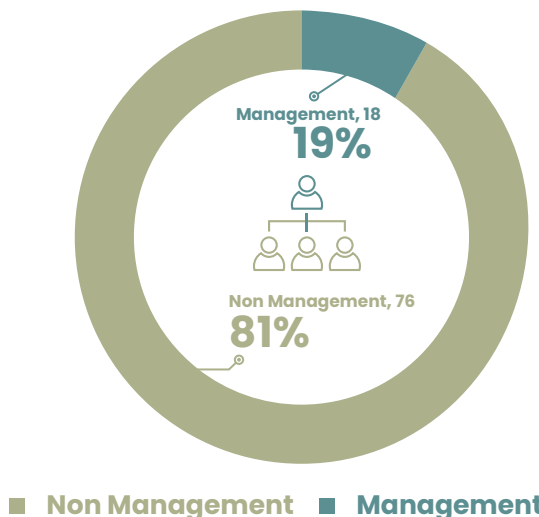
We collect and update employee data on a regular basis and store it in our internal software tool. All information disclosed below is based on the headcount method, i.e. on the total number of staff at 31 December. Given the increasing number of staff, it can be concluded that we are continuing to grow steadily.



Gender Analysis - Management



Management and Non-Management Staff

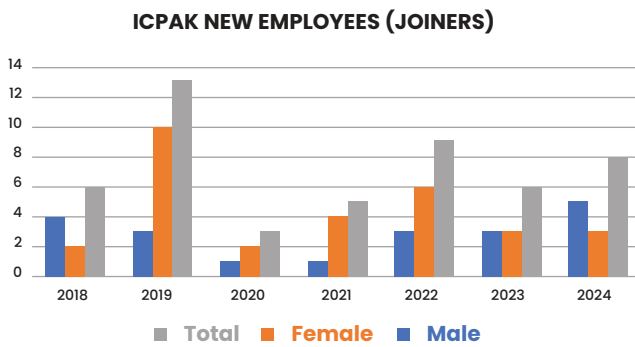


[GRI 2-7]
No collective bargaining agreements are in place for ICPAK.

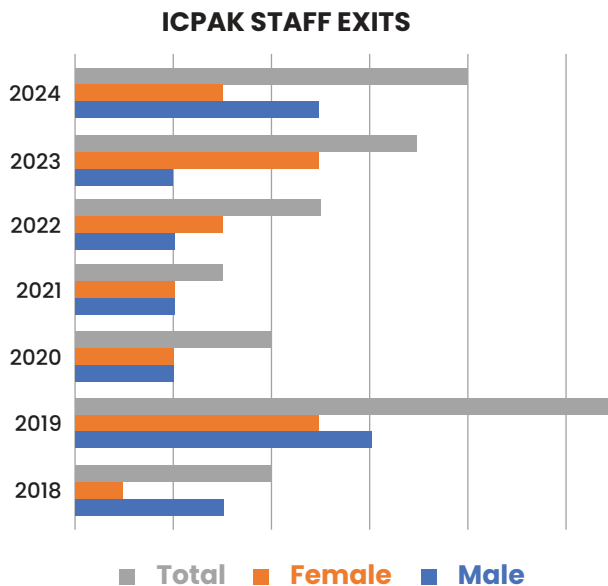
[GRI 2-30]
100% of our senior management come from Kenya. [GRI 202-2]

Employment

Our HR strategy is to approach the best talent on the market and develop them via work on interesting and complex projects. We are open to applicants with diverse educational and professional experience. Critical thinking, intellectual curiosity, courage, and integrity in action are key values for us. All job seekers go through a structured selection process, during which we assess their behaviour in various situations. This framework defines the capabilities our employees need to contribute to achieving ICPAK's goals, strategy, and values. Total number and percentage of new employees (m/w) hired in the reporting period, broken down by sex: [GRI 401-1]



Employee turnover (m/w) during the reporting period, broken down by sex*: [GRI 401-1]



Feedback is extremely important to us. It represents an opportunity to foster personal growth, improve work performance, and strengthen mutual relations. We annually evaluate the performance of our employees,

and feedback is a key tool in this process. It serves as a springboard for further professional growth and career progression. To provide constructive and effective feedback, we organize training courses for our employees aimed at developing skills in this area. All decisions are subject to consultations with representatives on individual directorates.

2024	
Employees who received regular feedback on their performance and career development (m/w)	100%

100%
Feedback on performance and career development

[GRI 404-3]
Non-Discrimination
ICPAK cooperates with members and communities from around the world and seeks to achieve our common goal – building public interest in society. Whether we work with people from ICPAK or from the external environment, we depend on each other to fulfil our ethical responsibilities. Our approach to human rights is firmly integrated in our existing business practices, for example, as part of our activities related to human capital, procurement, ethics, compliance, and corporate sustainability.

We treat every supplier and member fairly. We ensure we only work with fair companies whose activities have been determined to be legal and do not contravene our principles. Before commencing cooperation, we rigorously review their activities and business approach to determine whether there is any risk that collaboration would jeopardize our reputation.

In 2024 and 2023 no cases of discrimination were reported or recorded. [GRI 406-1]



4. Community Engagement

At ICPAK, we believe that sustainable growth and a positive impact in communities go hand in hand. We realize the importance of engaging with communities to understand the needs of local society and support meaningful change. We address our commitments to community engagement, present our initiatives, and evaluate the results achieved in 2024.

All the activities ICPAK undertakes, and which employees undertake as individuals, impact the communities in which we operate. We are aware of our responsibility to ensure that our activities support strong and thriving communities. Our employees are actively engaged in community projects, and we encourage them to take part in these activities by providing them with opportunities to help others.

Sustainable procurement initiatives



As part of our commitment to sustainable and inclusive procurement, we continue to enhance our supply chain practices by prioritizing partnerships with women- and youth-owned businesses. During the reporting period, a portion of our procurement spend was directed towards these enterprises, fostering economic


empowerment and promoting diversity. Additionally, we maintained a strong focus on local sourcing, with a detailed analysis indicating that over 90% of our total business was awarded to local suppliers, strengthening community economies and reducing our carbon footprint.


Our procurement strategy also integrates social impact by engaging suppliers linked to Corporate Social Investment (CSI) initiatives, including businesses owned by underprivileged groups, thereby supporting economic inclusion. Furthermore, we have advanced our commitment to environmental sustainability by increasing procurement from suppliers specializing in recyclable materials, reinforcing our dedication to a circular economy and responsible resource utilization. Through these initiatives, we continue to align our procurement practices with our broader sustainability goals, driving both economic and environmental resilience.

More on our community engagement and impact have been highlighted in this report. [GRI 203-1, 203-2, 413-1]

Materiality dashboard

Areas of our ESG Strategy	Stakeholder Expectations	GRI	SDGs	SDG Goals
Responsible Business Conduct 	Economic performance	201	8	Target 8.2 Achieve higher levels of economic productivity via diversification, technological upgrading and innovation, via a focus on high value-added and labor-intensive sectors
	Market presence	202	-	
	Anti-corruption	205	16	Target 16.5 Substantially reduce corruption and bribery in all their forms
	Customer privacy protection	418	16	Target 16.6 Establish effective, responsible, and transparent institutions at all levels.
Environmental Stewardship 	Energy	302	7	Target 7.3 Double the global rate of improvement in energy efficiency
			8	Target 8.4 Progressively improve global resource efficiency in consumption and production and seek to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.
			12	Target 12.2 Achieve sustainable management and efficient use of natural resources
	Emissions	305	12	Target 12.4 Achieve the environmentally sound management of chemicals and all waste throughout their life cycle in accordance with agreed international frameworks, and significantly reduce their release into the air, water, and soil to minimize their adverse impacts on human health and the environment.

			13	Target 13.2 Integrate climate change measures into national policies, strategies, and planning.
	Waste	306	12	Target 12.4 Achieve environmentally sound management of chemicals and all waste via their life cycle in accordance with agreed international frameworks, and significantly reduce their release into the air, water, and soil to minimize their adverse impacts on human health and the environment. Target 12.5 Substantially reduce waste generation via prevention, reduction, recycling, and reuse
<p>People and workplace culture</p> 	Employment	401	8	Target 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including via access to financial services. Target 8.5 Achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.
	Health, safety, and well-being of our employees	403	8	Target 8.8 Protect labour rights and promote safe and secure working environment for all workers, including migrant workers, in particular women migrants, and those in precarious employment
	Training and education	404	4	Target 4.4 Substantially increase the number of young people and adults with relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.
	Diversity and equal opportunity	405	5	Target 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.

		8	Target 8.2 Achieve higher levels of economic productivity via diversification, technological upgrading and innovation, via a focus on high value-added and labour-intensive sectors
	Non-discrimination 406	10	Target 10.2 By 2030, empower and promote the social, economic, and political inclusion of all individuals, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status. Target 10.3 Ensure equal opportunities and reduce inequalities of outcome by eliminating discriminatory laws, policies, and practices and promoting appropriate legislation, policies, and action in this regard.
<p>Community engagement</p> 	Local communities 413	4	Target 4.4 Substantially increase the number of young people and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.
		8	Target 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including via access to financial services.
		10	Target 10.2 By 2030, empower and promote the social, economic, and political inclusion of all individuals, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status.
		17	Target 17.17 Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships data, monitoring and accountability



CORPORATE
SOCIAL INITIATIVES

This section provides an overview of the Corporate Social Investment undertaken by the institute within the branches in collaboration with external stakeholders in the year 2024. Generally, the Institute focused its CSI on education by supporting infrastructure development and supporting educational events organized by university students' Associations.

In sub-Saharan Africa, learning poverty, defined as the proportion of children unable to read and understand an age-appropriate text by the age of 10, is estimated at 89% by the World Bank and UNESCO. The realization that Kenya, like many other African countries, is facing a learning crisis, has pushed the Institute to seek collaborations with its stakeholders to enable

young people access quality education as part of its effort to create a world where every young Kenyan has an opportunity to learn and prosper. Due to the growing international recognition of education as a key enabler for sustainable development ICPAK has committed to support infrastructure development in schools across the country and KCA university. In support of local sustainability efforts, the Institute also participated in greening of schools and community through tree planting initiatives in collaboration with the ICPAK branch network.

1. Global Summary of Branch CSI Initiatives

The following is an overview of all the branch CSR activities and their overall implementation status in the year 2024

Project Description	Amount (Kes)	Impact	Beneficiaries
<ul style="list-style-type: none"> i. Purchase and installation of water tank at Tanga Mixed Secondary School, Siaya County ii. Purchase of consumables at Tanga Mixed Secondary School iii. Tree seedlings at Tanga Mixed secondary school, Siaya County 	200,000	Enhanced access of clean water and improved environmental conservation.	150
Poultry Unit for income generation at St Nicholas Children's Home, Nakuru County	347,728	Promoting sustainable livelihoods	27
Building of an ablution block at Jomo Kenyatta Children's Home for Children with Physical Disability, Embu County	436,664	Improved sanitation	30
Construction of double-decker beds for Almano Special School for the Mentally Challenged, Nyeri County.	214,000	Created more dignified and supportive learning environments for children with physical and intellectual disabilities.	92
Construction of an ablution block at Fuleye Primary School, Kwale County	57,500	Improved sanitation	580
Construction of an ECD Classroom at Parburush Primary School, Narok County	1,139,500	Advancement of earl childhood education by providing a conducive environment for the learners.	90

Construction of a modern kitchen at Samitsi Special School, Kakamega County	700,000	Improved nutrition among the learners	230
Installation of Water Tank, renovation of staff washroom and kitchen at Mutomo School for the Deaf, Kitui County	207,053	Enhanced access to clean water and improved sanitation	44
Total CSI for Branches	3,302,445		

Summary of Other CSI Initiatives

ICPAK is passionate about changing the future of young people in Kenya by engaging in interventions that support education systems in the country. The Institute's belief in the youth being a key driver of prosperity and economic transformation saw it invest in CSI projects that support equitable and inclusive access to education in the communities of interest. Owing to the realization of Africa's key position and home of one of the world's largest work-force in

the world, the Institute is committed to funding infrastructure development projects in schools and universities across the country. Young people's skills development is also at the heart of the Institute's sustainability agenda making it paramount for the Institute to actively engage in mentorship programs. In 2024, the institute spent an average of Ksh1,175,300 in other CSI projects focusing on mentorship and young accountants as listed below:

CSI Initiative	Amount (Kes)	Impact	Beneficiaries
KCAU Foundation – Support to Infrastructure development	800,000	Enhancing learning environment and supporting the growth of institution	25,000
Accounting Students Association of UON – Financial Support and Mentorship Talks	25,300	Career guidance, industry insights, and encouragement to pursue excellence in the accounting profession	200
Finance Society of Kenyatta University – Financial Support and Mentorship Talks	50,000	Career guidance, industry insights, and encouragement to pursue excellence in the accounting profession	200
Accounting Students Association – UON – Financial Support and Mentorship Talks	50,000	Career guidance, industry insights, and encouragement to pursue excellence in the accounting profession	200
Total	925,300		



ADMINISTRATION BUILDING





ICPAK'S 2024 STRATEGIC PLAN

In 2024, the Institute continued its commitment to agility, resilience, and strategic foresight. Amid evolving economic, geopolitical, and regulatory landscapes, the Institute remained steadfast in its pursuit of excellence, ensuring adaptability in response to emerging challenges and opportunities.

In continuation of the previous years, ICPAK embarked on a process of coming up with a one-year strategic plan for 2024. This plan was developed with insight into external dynamics and positions the Institute to lead in accountancy development, regulatory excellence, stakeholder engagement and institutional sustainability.

The 2024 Strategic Plan was built around three central pillars, which are focus areas vital to continuing our growth and impact:

Institutional Sustainability:

Securing long-term viability through prudent financial management, strong governance, and operational excellence. Under these strategic pillars, ICPAK continued to be committed to ensuring delivery of value to its stakeholders while maintaining the highest standards of professionalism. A related goal of The Institute was to drive alignment among key stakeholders while creating transparency and communication that would lead to the successful implementation of its strategic objectives.

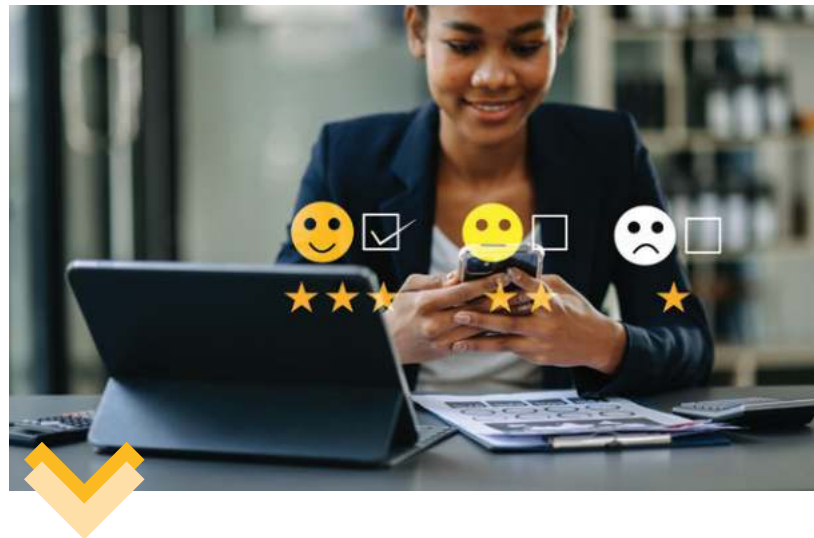


Accountancy Development & Regulation:

This pillar focuses on enhancing professional regulation, providing technical support to accountants, and ensuring compliance with regulatory standards. In 2024, five out of seven strategic objectives under this pillar were fully achieved, while two were partially achieved.

ICPAK continued to enhance professional development by implementing a well-structured CPD calendar and competency framework, ensuring accountants remained equipped with evolving industry knowledge. Strengthening its commitment to technical expertise, the Institute developed and published sector-specific illustrative financial reporting statements, providing valuable reference materials for banking, insurance, pensions, SACCO's, not-for-profit organizations, SMEs, and general-purpose entities.

These resources, readily accessible on the ICPAK website, reinforce compliance with regulatory standards and support members in navigating complex financial reporting requirements. Through these initiatives, ICPAK reaffirmed its role in shaping a highly competent and ethical accounting profession.



Positioning & Customer Experience:

This pillar aimed at strengthening ICPAK's visibility, relevance, and service excellence. In 2024, the Institute achieved significant improvements in customer experience through innovation, stakeholder engagement, and enhanced communication strategies.

Key Initiatives & Achievements from the 2024 Strategic Plan:

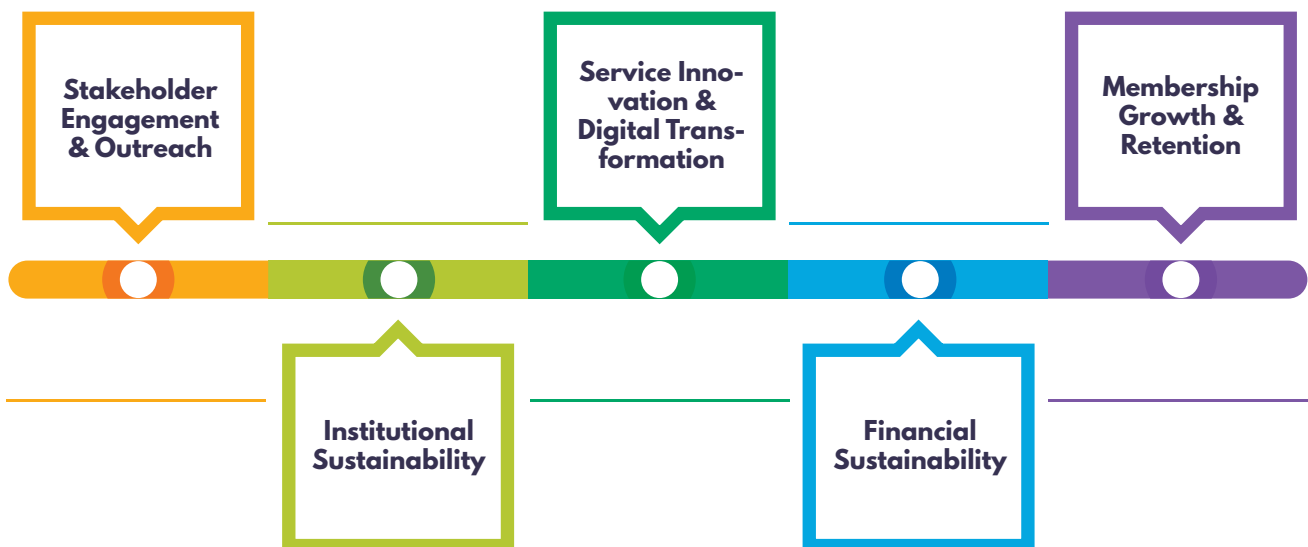
- 1. Stakeholder Engagement & Outreach:** Expanded partnerships with local and international bodies to enhance the Institute's influence in the accounting profession.
- 2. Service Innovation & Digital Transformation:** Enhanced member experience through automation of services and deployment of user-friendly digital platforms.
- 3. Membership Growth & Retention:** Implemented targeted engagement programs, leading to a 7% increase in active membership, reinforcing the Institute's role as a trusted professional body.
- 4. Institutional Sustainability:** Institutional sustainability continues as a cornerstone of ICPAK's strategic plan, underscoring its commitment to long-term resilience and relevance. Through prudent resource management, strong strategic repositioning and process continuous improvement activities, the Institute reaffirmed its institutional underpinnings to stabilize and enable sustainable growth. The Institute pursued innovative approaches to enhance sustainability, leveraging technology, best practices, and strategic partnerships. These included broadening revenue streams, enhancing governance structures and creating a high-performance culture. These efforts ensured the future of ICPAK while also benefiting the wider profession and society more broadly.
- 5. Financial Sustainability:** The Institute's financial sustainability is intrinsically linked

to its holistic development strategy. With an awareness of the interdependence between financial health, human capital, and stakeholder support, the Institute undertook initiatives to strengthen its revenue base and improve financial resilience. ICPAK has reported a 6% rise in gross revenue in 2024 to Kshs 1.30 billion. This increase was fueled by performance optimization and improved efficiency from a diversified revenue stream. The growth within the top line highlights the Institute's dedication to judicious financial oversight, as well as its capacity to respond to changing market conditions while achieving fiscal resilience.

Future Strategic direction of the Institute

As ICPAK transitions into 2025 and beyond, the Institute remains committed to fostering professional excellence, stakeholder engagement, and institutional resilience. The year 2025 marks the beginning of a new era for ICPAK, heralded by the development of a long-term five-year strategic plan. This bold initiative reflects the Institute's ambition to chart a clear and sustainable course for the future, ensuring that ICPAK remains at the forefront of accountancy development and regulation.

The new strategic plan will build upon past successes while incorporating innovative solutions to address emerging challenges in the profession. By leveraging strategic foresight, innovation, and collaboration, ICPAK is well-positioned to navigate future challenges and uphold its mission of advancing the accountancy profession in Kenya and beyond.





ICPAK'S KEY ACHIEVEMENTS IN 2024

In 2024, the Institute reaffirmed its pivotal role as a cornerstone of Kenya's financial and economic landscape through a series of transformative achievements.

Coupled with strategic collaborations to elevate Kenya's global accounting stature and a surge in membership engagement, 2024 stands as a testament to ICPAK's enduring legacy in shaping a robust, ethical, and future-ready profession.

Regulatory Milestones

As the regulator of the accountancy profession in Kenya, the Institute remained steadfast in its commitment to regulatory excellence by advancing global best practices in compliance, integrity, professionalism, and ethics.

Through robust standards enforcement, ethical governance, and continuous professional development, ICPAK ensured that the accoun-

tancy profession maintained the highest levels of credibility, professionalism, and accountability in line with international benchmarks. In 2024, ICPAK continued its mandate to uphold ethical standards, enforce compliance, and enhance the profession's credibility, ensuring that accountants in Kenya adhere to global standards or practice.

Through strengthened oversight, rigorous enforcement of standards, and capacity-building initiatives, ICPAK has reinforced its role as a trusted guardian of financial transparency and accountability. The Institute actively aligns its regulatory framework with global accountancy standards, including IFRS, IPSAS, IAS, ISAs, and other emerging standards including the new ISSB's IFRS S1 & S2 on Sustainability Reporting. Further, the Institute ensures strict adherence to IFAC's Statements of Membership Obligations (SMOs), positioning Kenyan professionals as leaders in the evolving practice landscape.

Key Achievements in ICPAK's Regulatory Space:

Automation of the Licensing Process (Practitioner & Firm Level)

ICPAK successfully automated the licensing process for both individual practitioners and audit firms, marking a significant step toward digital transformation. This initiative was geared towards:

- **Enhancing Efficiency** – The automated system drastically reduced the time required for application, renewal, and approval of licenses, replacing manual interventions with a streamlined digital workflow.
- **Improving Transparency & Compliance** – The system ensures that all applicants meet the set regulatory requirements by integrating compliance checks, reducing errors, and minimizing subjectivity.
- **Providing Real-time Status Updates** – Practitioners and firms can now track the progress of their applications in real-time, reducing delays and the need for follow-ups. Additionally, the public can receive real-time updates regarding practitioners and firms in good standing.
- **User Convenience & Accessibility** – With a first digital approach, the licensing system allows accountants to submit and renew their licenses from anywhere, eliminating the need for physical paperwork and office visits.

This automation has streamlined regulatory oversight, improved service delivery, and reinforced ICPAK's commitment to a tech-driven regulatory ecosystem.

In 2024 the Registration and Quality Assurance Committee considered, and approved 1,098 firm annual license applications and 1,413 partners annual license applications. Further, the Committee approved a total of **55** practicing certificate applications. Out of the **55** practicing certificates granted, 23 were Composite licenses- Category C, 10 Category T-Tax licenses and 23 Category M -Accounting, Controls and Consulting Licenses.

Development of an Automated Investigation and Disciplinary Tracker

To enhance the oversight and enforcement of

professional conduct, ICPAK has developed an automated investigation tracker that is awaiting rollout. This system will improve the handling of disciplinary cases in the following ways:

- **Improved Case Management**- The platform will enable ICPAK to log, categorize, and track cases from initiation to resolution, ensuring timely action on reported violations.
- **Enhanced Transparency & Accountability**- Stakeholders, including complainants, members under investigation, and regulatory bodies, will benefit from a structured tracking system that prevents case backlogs and ensures due process.

In the year 2024 the During the year 2024, the Registration and Quality Assurance Committee approved an investigation procedure to guide the Institute in conducting investigations.

During the year 2024, 18 investigations were received. Two (2) investigations were considered and recommended for disciplinary inquiry.

Development of a consolidated AQR Report for Kenya

The Audit Quality Review (AQR) Report is a crucial tool for assessing and improving audit practice across firms in Kenya. In 2024, ICPAK developed a consolidated AQR Report aimed at enhancing audit quality and regulatory oversight. This report provides a detailed evaluation of audit quality across reviewed firms, identifies the root causes of audit deficiencies and remedial actions for all firms reviewed during the year.

By offering key recommendations and policy insights, the report is aimed at strengthening regulatory oversight while enhancing public confidence in the integrity of financial reporting in Kenya.

Fourteen (14) Audit Quality Assurance Reviews were carried out in 2024. Twelve (12) reviews were first-time quality assurance reviews and two (2) were second-time quality assurance reviews. Two (2) reviews were conducted virtually while ten (12) reviews were conducted physically.

PAFA Quality Week / Training for Heads of Quality in Kenya

The Pan African Federation of Accountants (PAFA) Quality Week is an initiative dedicated to promoting high standards of quality in the accountancy profession across Africa. It serves as a platform for professional accountants, regulators, policymakers, and stakeholders to engage in discussions on enhancing audit quality, financial reporting, governance, and ethical practices.

Key objectives of PAFA's Quality Week include:

- Raising awareness of quality management in the profession.
- Sharing best practices for audit and assurance services.
- Strengthening compliance with international standards.
- Enhancing the role of Professional Accountancy Organizations (PAOs) in improving quality frameworks.
- Encouraging knowledge exchange and capacity building among African accounting professionals.

The event typically features expert-led discussions, panel sessions, and workshops designed to foster continuous improvement in professional standards across the continent.

PAFA is committed to strengthening quality assurance frameworks across Africa by enhancing the capacity of Professional Accountancy Organizations (PAOs) and regulators. To support this objective, PAFA has initiated the development of a comprehensive training program for quality assurance reviewers. This initiative aligns with IFAC's Statement of Membership Obligations 1 (SMO 1), ensuring that national quality assurance review systems meet international standards.

This training initiative directly supports the Forum for Heads of Quality Reviewers, serving as a key resource for strengthening regional collaboration, knowledge-sharing, and best practices in quality assurance. By providing a standardized training framework, the program enables forum members to:

- Develop consistent quality assurance mechanisms across jurisdictions.
- Exchange insights on audit quality trends,

regulatory changes, and emerging risks.

- Build a network of certified reviewers, enhancing professional credibility and expertise within African PAOs.

The inaugural Forum for Heads of Quality Reviewers meeting was held in Nairobi hosted by ICPAK who continue to be a leading voice in seeking accountancy quality solutions for Africa.

FRC/AML requirements and tightening regulations in Kenya

Under the Proceeds of Crime and Anti-Money Laundering Act (POCAMLA), accountants and auditors are designated as reporting entities responsible for detecting and preventing money laundering and financial crimes. They are required to conduct customer due diligence, report suspicious transactions, and ensure compliance with AML regulations.

During the year ICPAK played a vital role in guiding its members on these obligations by providing training, policy guidance, and compliance support to enhance adherence to evolving AML requirements. The institute remained at the forefront of ensuring that its members are well-equipped to comply with tightening AML regulations, safeguarding the profession's integrity, and strengthening Kenya's financial system against financial crimes

ISQM 1 & 2 Implementation

In 2024, the implementation of International Standards on Quality Management (ISQM) 1 & 2 marked a significant milestone in enhancing audit quality and professional oversight in Kenya. These standards, issued by IAASB, replace the previous International Standard on Quality Control (ISQC) 1, shifting the focus from a compliance-based approach to a proactive and risk-based quality management system. ISQM 1 mandates firms to establish a systematic and tailored approach to quality management, while ISQM 2 introduces enhanced engagement quality reviews to ensure the credibility of audits.

In line with global best practices, ICPAK is leading the change in supporting firms with training, compliance frameworks, and monitoring mechanisms to facilitate a smooth transition to

the new standards. This implementation is expected to strengthen public trust in financial reporting, enhance regulatory compliance, and improve audit quality in Kenya.

Public Interest Achievements

The Institute continued with its mantra of upholding public interest in the year 2024 by undertaking the following:

1. Organized a consultative meeting with FRC Technical Officers to review the ICPAK AML Guidelines for Accountants on 17th - 21st June 2024
2. Partnered and organized the 4th Edition of the Annual National Shadow Budget with the Institute of Public Finance.
3. Engaged in the National Dialogue on Fiscal Transparency and Accountability organized by the National Democratic Institute.
4. Engaged in the National Committee on Trade in Services Forum organized by the EAC Secretariat in August 2024
5. Together with other professional bodies, organized Katiba Day, to commemorate the promulgation of the Constitution of Kenya 2010 on 27th August 2024
6. Conducted sensitization Forums for MSMEs in:
 - a. Homabay town in collaboration with the County Government, KNCCI and KRA
 - b. Eldoret town in collaboration with the Uasin-Gishu County Government, KNCCI and KRA.
 - c. Bomet Town in collaboration with the KNCCI and KRA
 - d. Kwale in collaboration with the Kwale County Government, KNCCI and KRA
7. Held a consultative forum with the Senate County Public Accounts and Investments Committee. The discussion centered on the role of ICPAK in fostering prudent financial management at the county level.
8. Engaged with the Senate Public Accounts and Investment Committee on Strengthening Oversight and Accountability in Kenya on 19th - 24th June 2024

ICPAK 2024 Stakeholder Engagement Report

The Institute engaged stakeholders at the National level and County Level with a view to fostering partnerships for the benefit of the accountancy profession. During the reporting period, the Institute held strategic engage-

ments with the National Treasury, the Kenya Revenue Authority, Senate Finance Committee, National Assembly, County Governments, Capital Markets Authority and National Taxpayers Association among others in the Country as well as IFAC, PAFA and other development partners including USAID, World Bank and GIZ.

In 2024, the ICPAK stakeholder engagement and partnership report can be summarized as follows:



Six (6) National level engagements



Seven (7) Meetings with Parliamentary Committees'



Thirteen (13) County level engagements

The detailed report is as follows:

A. NATIONAL LEVEL ENGAGEMENTS

NO	STAKEHOLDER	DELIBERATIONS AND OUTCOMES
1.	Cabinet Secretary – National Treasury	Courtesy call, state of the economy and partnership in strengthening the regulatory role of the Institute.
2.	Kenya Revenue Authority	<p>Consultative meeting the KRA Commissioner General, Mr. Humphrey Wattanga on tax administration and tax policy. This yielded a draft Memorandum of Understanding between the two institutions.</p> <p>Reviewed the draft Memorandum of Understanding between the two institutions. Agreed on implementation timelines.</p>
3.	Judiciary	Training Judges on Commercial and Tax Division.
4.	Capital Markets Authority	Engaged the Capital Markets Authority on the proposed Capital Markets Policy.
5.	State Department of Diaspora Affairs	Explored ways of partnership to strengthen the accountancy diaspora community. The delegation included a private recruiter interested in recruiting accountants to Jersey, USA.
6.	Parliament	Engagement the National Assembly and Senate on Bills and legislative proposals on matters financial accountability and the economy at large.



B. PARLIAMENTARY ENGAGEMENTS

NO	PARLIAMENTARY COMMITTEE	DELIBERATIONS AND OUTCOMES
1.	National Assembly, Finance & National Planning Committee	Submission on Tax Laws Amendment Bill and Tax Procedures Amendment Bill 2024.
2.	National Assembly, Finance & National Planning Committee	Submission on Public Finance (Amendment) Bill No. 2 2024. The Bill seeks to reduce the timelines for submission of financial statements to the Auditor General from three months to one month.
3.	National Assembly, Finance & National Planning Committee	The Submission on Public Finance (Amendment) Bill No. 26 of 2024. The Bill seeks to synchronize the dates of the County Finance Bill to that of the National Assembly.
4.	Senate, Finance & Budget Committee	Made submissions on the Division of Revenue (Amendment) Bill 2024. The Institute opposed the reduction of allocations to Counties of Ksh. 20 billion since this will curtail service delivery at the county level.
5.	National Assembly, Finance & National Planning Committee	Submission on the Insurance Professionals Bill 2024. The Bill which proposes the establishment of a regulatory framework for insurance professionals in Kenya.
6.	National Assembly, Finance & National Planning Committee	Submission on the Equalization Fund (Administration) Bill 2024. The Bill seeks to establish an administrative structure and advisory board to oversee the funds operations.
7.	Senate, Finance & Budget Committee	Made submissions on the County Finance Amendment (Amendment) Bill 2024.





C. COUNTY STAKEHOLDER ENGAGEMENTS

NO	STAKEHOLDER	DELIBERATIONS AND OUTCOMES
1.	Governor, Murang'a County Government	Held a partnership meeting with the Governor Murang'a County Government, H.E Dr. Irungu Kanga'ata. Agreed on areas of partnership between the two institutions, particular strengthening county financial management.
2.	Speaker, County Assembly of Murang'a	Held a partnership meeting with the Speaker, County Assembly of Murang'a, Hon. Mukuha. Agreed on partnership to strengthen county assembly committees
3.	Nyeri County Executive	Held a partnership meeting with the Deputy Governor Nyeri County Government, H.E Kananiri and the County Secretary Mr. Benjamin Gachichio. The discussion centred on county financial management.
4.	Regional KRA Engagement	Held a round table technical engagement with KRA Management and staff led by KRA Western Region Commissioner Ms. Patience Njau.
5.	County Assembly of Migori	Held a consultative engagement with the Speaker, County Assembly of Migori County Government Hon. Christopher O. Rusana and Clerk CPA Elder Collins Bala. The meeting discussed partnership in strengthening the legislative agenda of the county assembly.
6.	MoU signing with Vihiga and Bomet County Governments	Signed collaborative agreements with the County Governments of Vihiga and Bomet. This is aimed at strengthening financial reporting within County Governments.
7.	County Government of Kakamega	Engaged the Governor, Kakamega County HE FCPA Fernandes Barasa on areas of mutual interest.
8.	County Government of Bungoma	Facilitated a collaborative engagement meeting between ICPAK Council and H.E Hon. Kenneth Lusaka, Governor Bungoma County to explore areas of partnership between the two institutions.

9.	County Government of West Pokot	Facilitated a collaborative engagement meeting between ICPAK Council and H.E Hon. Simon Kachapin, Governor West Pokot County Government to explore areas of partnership between the two institutions.
10.	County Government of Trans Nzoia	Facilitated a collaborative engagement meeting between ICPAK Council and H.E Hon. George Ntembeya, Governor Trans Nzoia County Government to explore areas of partnership between the two institutions.
11.	County Government of Kwale	The Chairman, CPA Phillip Kakai paid a courtesy call to the Governor, Kwale County H.E Hon. Fatuma Achani where they discussed several issues including signing of an MOU with the County.
12.	County Government of Kisumu	Held a consultative engagement with the Deputy Governor, Kisumu County Government, Hon. Owili. This was a follow-up discussion to expedite signing of a collaborative agreement between the two institutions.
13.	County Assembly of Homabay	Held a consultative engagement with the Speaker, County Assembly of Homabay, Gaya. The engagement discussed partnership in strengthening the legislative agenda of the county assembly.

Accountancy Development & Standard Setting Milestones

The Institute's mandate in Accountancy development and standards setting involves the continuous implementation and establishment of accountancy guidelines and principles and maintaining a framework that guides financial reporting in the Country in a bid to ensure financial reporting accountability, comparability, transparency and accuracy of financial information, which is critical for investors, regulators, and other stakeholders.

This achieved through compliance with IFAC requirements and SMOs, putting in place local regulations to guide the accountancy profession, stakeholder engagements, continuous professional development programs, participating in the global standard setting process among other related activities undertaken by the Institute.

Key activities of IFAC include:

1. Setting global standards: IFAC plays a role in developing and promoting international accounting standards and ethical guide-

lines, particularly through its role in organizations such as the International Accounting Standards Board (IASB) and the International Auditing and Assurance Standards Board (IAASB).

2. Advocacy: IFAC works with governments, regulators, and other international bodies to promote good practices and sound policies in accounting, auditing, and financial reporting.

3. Education and Professional Development: The organisation supports the continuous development of accounting professionals through educational resources, certifications, and professional development programs.

IFAC has a broad membership network, including national accountancy organizations from various countries around the world. It has established a framework for the development of professional accountancy bodies, known as SMOs (Statements of Membership Obligations). These obligations are a set of standards and practices that IFAC member organizations are required to adopt to ensure that they meet

international quality and governance expectations. These SMOs help establish a consistent and transparent global standard for the profession, ensuring that IFAC members provide high-quality services, uphold ethics, and contribute to the development of the profession internationally. A summary of SMOs and the extent of Compliance as per IFAC is contained in this report.

Standard setting process

The standard-setting process for accounting standards involves a structured series of steps that ensure the development, review, and finalization of accounting rules that are used for financial reporting. The process varies depending on the standard-setting body (e.g., the Financial Accounting Standards Board (FASB) in the U.S. or the International Accounting Standards Board (IASB) globally), but the process generally follows a similar framework as listed below:

1. Identification of Issues

- **Research:** The process often starts with identifying emerging issues, challenges in the application of existing standards, or gaps that need addressing. This can come from market changes, stakeholder concerns, or evolving business practices.
- **Agenda Setting:** The standard-setting body decides which issues are of significant importance and should be prioritized for further review.

2. Preliminary Views and Consultation

- **Research and Discussion Papers:** Before drafting a new standard or making changes to an existing one, the board may publish a discussion or research paper. These documents outline preliminary views or possible approaches.
- **Public Consultation:** Stakeholders such as accountants, auditors, preparers of financial statements, and regulators are invited to comment. This ensures that the proposed standards are well-rounded and consider the views of those directly impacted.

3. Exposure Draft

- **Drafting the Exposure Draft (ED):** Once the board has considered the input from the preliminary views or consultation stage,

they prepare an Exposure Draft of the proposed standard. The Exposure Draft includes the proposed text of the new standard or the amendment to an existing standard, along with an explanation of why the changes are being made.

- **Public Comment Period:** The draft is released for public comment, typically lasting a few months. Stakeholders again provide feedback, which may include concerns, suggestions for improvement, or alternative approaches.

4. Review of Comments

- **Analysis of Feedback:** After the comment period ends, the board reviews all the feedback received and may hold additional meetings or discussions to clarify points raised by stakeholders.
- **Revisions:** Based on the feedback, the board might revise the Exposure Draft, make changes to specific proposals, or adjust the overall approach.

5. Final Standard

- **Issuing the Standard:** Once the board is satisfied with the revisions and the comments have been considered, a final standard is issued. This is typically accompanied by a detailed explanation of the reasons for the decisions taken.
- **Implementation Guidance:** If necessary, the board may also issue additional guidance to help entities implement the new or revised standard. This may include implementation guides or illustrative examples.

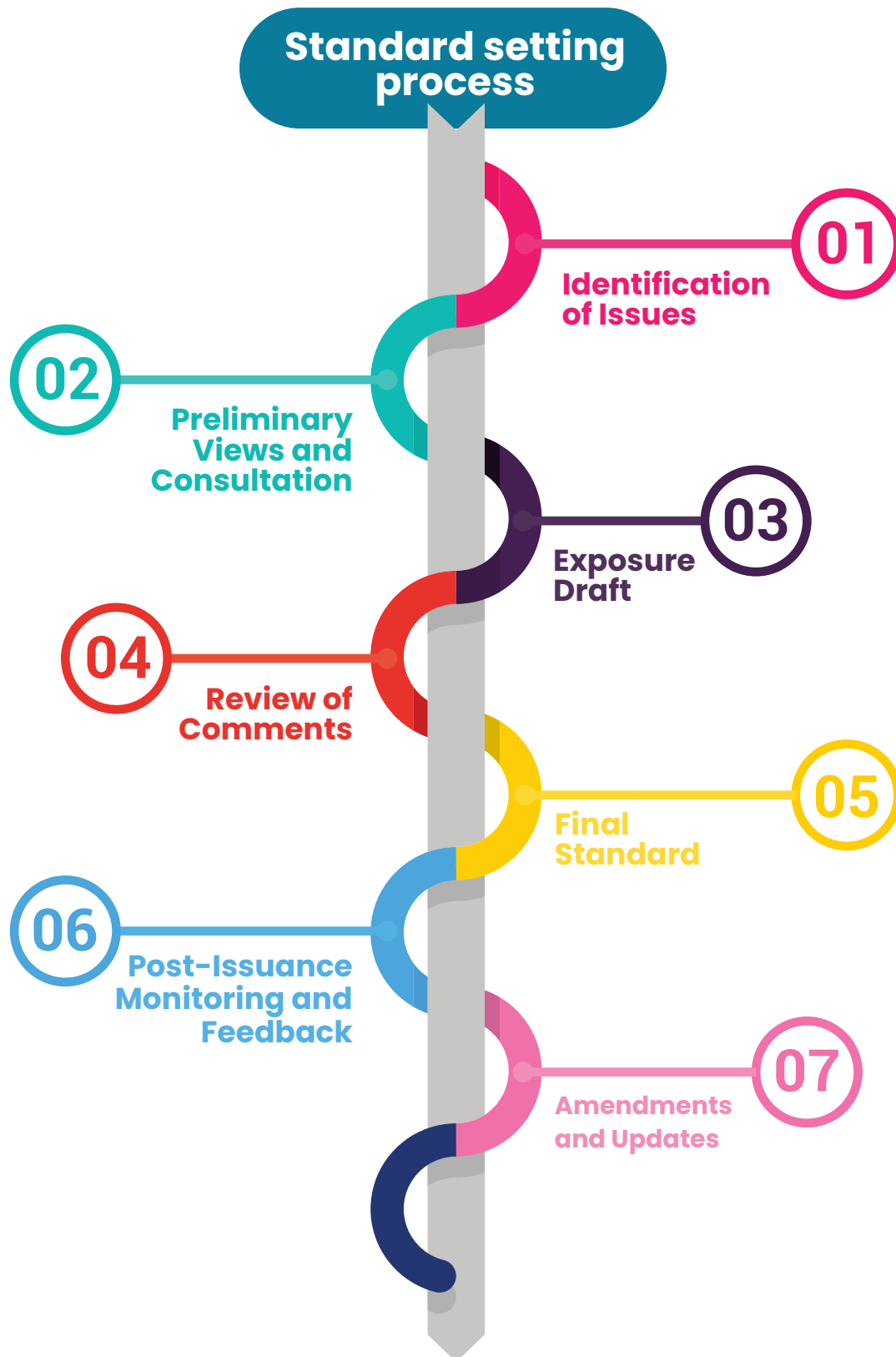
6. Post-Issuance Monitoring and Feedback

- **Review of Implementation:** After the standard is issued, the board may continue to monitor its implementation and assess whether it is achieving its intended objectives.
- **Post-implementation Reviews:** The standard-setting body may conduct post-implementation reviews several years after the new standard is put into practice to ensure that the objectives are met and that the standard is working as expected.

7. Amendments and Updates

- **Ongoing Improvements:** The accountancy environment continues to evolve, and the

standard-setting body may revise or update standards to reflect new developments, emerging issues, or other concerns that arise in practice.



Standard setting milestones

The accounting standards and regulatory environment keeps changing and advancing with updates to existing accounting standards and new standards being developed in a bid to address various risks, promote accountability and transparency. In 2024, the institute responded to 10 exposure drafts issued by the international standard setting bodies as listed below:

No	Title of Exposure draft and consultation paper	Organization	Deadline
1	International Ethics Standards for Sustainability Assurance ED, which includes revisions to the existing Code related to sustainability reporting	IESBA	10th May 2024
2	IESBA ED on using the Work of an External Expert	IESBA	30th April 2024
3	Exposure Draft 3 on IFR4NPO	International Financial Reporting for Nonprofit Organization	16th Sept 2024
4	Exposure Draft on proposed amendments to IFRS 3 Business Combinations and IAS 36 Impairment of Assets	IFRS / IASB	15th July 2024
5	IPASB's Exposure Draft (ED) 86, Exploration for and evaluation of mineral resources	IPSASB	31st May 2024
6	ED 87 on Stripping costs in the Production Phase of a Surface Mine (Amendments to IPSAS 12).	IPSASB	31st May 2024
7	Addendum to the Exposure Draft third edition of the IFRS for SMEs accounting standard	IFRS/IASB	31st July 2024
8	Amendments to IFRS 19 Subsidiaries without Public Accountability: Disclosures	IFRS/IASB	27th November 2024
9	Limited-scope updates to First-time adoption of accrual Basis International Public Sector Accounting standards (IPSAS) Amendment to IPSAS 33)	IPSASB	13th December 2024
10	Exposure Draft Equity Method of Accounting IAS 28 Investments in Associates and Joint Ventures (Revised 202x)	IFRS/IAS	20th January 2025



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2024 FiRe Award

The Financial Reporting (FiRe) Award is the most prestigious and coveted Award in East Africa for financial reporting. The award is presented annually during a gala evening by the joint promoters; the Institute of Certified Public Accountants of Kenya (ICPAK), the Public-Sector Accounting Standards Board-Kenya (PSASB), the Capital Markets Authority (CMA), the Nairobi Securities Exchange (NSE) and the Retirement Benefits Authority (RBA).

For the last twenty-one years, the FiRe Award has been recognizing and awarding the best reporting entities in the region. In a bid to encourage organizations to strive to be the best by implementing and learning best practices and demonstrating leadership.

The main objectives of the FiRe Award are:

- Promotion of Financial Reporting Excellence
- Fostering sound corporate governance practices.
- Enhancing corporate social investment and environmental reporting.

The Award is aimed at promoting integrated reporting through enhancing accountability, transparency, and integrity. This is done to enhance compliance with the appropriate financial reporting framework, and other disclosures on governance, social and environmental reporting by private, public, and other entities domiciled in East Africa. The Award is a result of a rigorous evaluation process using globally accepted principles and best practice standards. These guiding principles include the applicable reporting framework (IFRS/IPSAS), best practices in governance and environmental and sustainability reporting as well as other legal

and regulatory reporting requirements that are specific to a particular reporting entity. The Award is open to all organisations that prepare annual reports and audit a competition but also a healthy gauge for the compliance trends among corporate entities.

The FiRe award Evaluation criteria

The submitted reports are evaluated from two broad viewpoints:

i. Financial Reporting Perspective

The financial statements are evaluated to determine if they have been prepared in accordance with all the provisions of International Financial Reporting Standards (IFRS). International Public Sector Accounting Standards (IPSAS), the provisions of regional Companies Act, PFM Act, Sacco Societies Act and any other regulatory provisions with respect to financial reporting in the jurisdiction.

ii. The Corporate Citizenship Perspective

With respect to this the founding partners of the Award have collaborated with experts in the field of corporate Governance and Corporate Social Investment to develop detailed evaluation criteria/checklists that characterize best practice. All submitted reports are evaluated against these benchmarks and marks are awarded according to the degree of conformity.

FiRe Award entries summary

In the year 2024 a total of 1,132 entities submit audited financial statements for evaluation which was successfully conducted for all submitted entries. The reports were evaluated and individual feedback for all participating entities was prepared and shared to enable improvement.

Category	Unqualified	Unqualified Other Matter	Unqualified with Emphasis	Qualified	Adverse	Disclaimer	TOTAL
Commissions and Independent offices reporting under IPSAS Accrual	1	-	3	-	-	-	4
Commissions and Independent offices reporting under IPSAS Cash	3	-	-	-	-	-	3
County Assemblies and Executives	-	1	2	79	9	-	91
MDAs reporting under IPSAS Accrual	-	1	1	2	-	-	4
MDAs reporting under IPSAS Cash	3	4	17	26	-	-	50
Municipalities	-	-	1	10	7	-	18
National Government Constituency Development Funds				280	6	4	286
Political parties	-	1	7	29	6	1	47
Public hospitals	-	-	-	181	18	-	200
Public Universities	2	1	5	27	3	-	38
Regulatory entities reporting under IPSAS Accrual	-	-	2	1	-	-	3

State Corporations and SAGAs reporting under IFRS	4	2	8	32	4		50
State Corporations and SAGAs reporting under IPSAS Accrual	21	7	23	100	10	1	162
TVETs	1	-	-	11	1	1	14
Public Water Companies	2	-	-	43	4	1	50
Private Sector & NPO Entities	112	-	-	-	-	-	112
TOTAL	149	17	69	821	68	8	1,132

The FiRe Award also saw an increase in the Not-for-Profit entries to the award in 2024. This follows a deliberate approach to rally participation in that sector with regulatory engagements between ICPAK and the Public Benefits Regulatory Authority (PBORA). This comes at a time when the Country is preparing for adoption of The International Non-Profit Accounting Standard (INPAS) that is set to be published in the second half of 2025. Designed to be a stand-alone guidance, INPAS ensures that preparers and auditors can easily access the financial reporting framework they need. Built on the IFRS for SMEs Accounting Standard as a foundation, INPAS has been developed to address key non-profit financial reporting issues.

During its development, it was known as INPAG (Guidance). INPAS is intended for small, medium and large Non-profit organisations (NPOs), applying accrual accounting to meet the needs of the users of their financial reports. It is not intended for micro entities or those with public (as opposed to societal) accountability. ICPAK as the regulator in Kenya has been working closely with the IFR4NPO Technical Advisory and Governance Groups to develop these standards and will be instrumental in its adoption in Kenya and Africa at large.

Sustainability Reporting

In response to the demand for improved global consistency and comparability of sustainability reporting, the International Sustainability Standards Board (ISSB) issued its first two standards on 26 June 2023: IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate related Disclosures).

IFRS S1 outlines general requirements for disclosing material information on sustainability-related financial risks and opportunities, while IFRS S2 focuses specifically on climate-related disclosures. These standards aim to create a comprehensive global baseline and common language for sustainability reporting, enabling comparable, consistent, and decision-useful disclosures.

On 6 September 2023, the Institute of Certified Public Accountants of Kenya (ICPAK), as the country's standard setter and accountancy regulator, announced the intention to adopt of these sustainability standards in Kenya as it carried out various forums and engaged various stakeholders. A sustainability road map for the country was developed and launched on 14th November 2024 recommending a phased approach in adoption as detailed below:

Phase	Timelines (Accounting period beginning on or after)	Organisations Involved
Phase 1 - Voluntary Adoption	1 January 2024	All organisations
Phase 2 - Mandatory Adoption	1 January 2027	Public Interest Entities (PIEs)
	1 January 2028	Non-PIEs (Large Enterprises)
	1 January 2029	Non-PIEs (SMEs)
Phase 3 - Public sector Entities	To be determined by ICPAK	Public Sector Entities

The Institute continues to hold stakeholder engagement, capacity building, donor linkages among other efforts to ensure the standards are implemented effectively in the country.

Development of Illustrative Financial statements to enhance the financial reporting by members of the Institute.

The Institute engaged various regulators and developed generic and sector specific illustrative financial reporting statements for various sectors which were published on the website. The illustrative financial statements include:

- General Financial statements
- Banking
- Insurance
- Saccos
- Not for Profit Organizations (NPO)
- SMEs
- Pensions

Longterm Strategic Plan (2025-2029)

In September 2024, the Institute launched a transformative 2025-2029 Long-Term Strategic Plan aimed at shaping the future of the accountancy profession and reinforcing its role as a globally recognized and influential professional body. This roadmap is designed to enhance professional excellence, ethical standards, regulatory compliance, and sustainability while fostering public trust in financial accountability.

At the heart of this strategic plan is ICPAK's unwavering commitment to Credibility, Professionalism, and Accountability, ensuring that all

initiatives align with globally accepted standards while addressing national and regional economic needs. The plan was crafted through an inclusive and consultative process, engaging members, regulatory institutions, government agencies, and international stakeholders, reflecting a shared vision for the profession's future.

In addition, the development process incorporated comprehensive SWOT and PESTEL analyses to assess internal strengths and weaknesses alongside external opportunities, threats, and broader environmental factors. This rigorous evaluation was instrumental in shaping the key pillars and strategic objectives, ensuring that the plan is both resilient and responsive to current trends and future challenges.

This five-year plan is designed to enhance professional excellence, drive innovation, and ensure ICPAK remains a globally competitive and influential professional body.

The strategic plan for ICPAK is built around four key pillars designed to enhance the profession's growth, impact, and sustainability. Together, these pillars ensure that ICPAK remains a leading force in the accountancy profession, contributing to positive economic, social, and environmental change, both locally and globally.

These pillars are underpinned by a clear vision to drive professionalism, ethical excellence, and global competitiveness and focus on specific strategic actions as illustrated in the chart below:



PILLAR	KEY FOCUS AREA	STRATEGIC ACTIONS
ACCOUNTANCY DEVELOPMENT AND REGULATION	Strengthening professional and regulatory frameworks and ensuring global competitiveness and ethical excellence	<ul style="list-style-type: none"> • Enhance compliance with international standards (IFRS, IPSAS, ISSB, IFAC SMOs) • Strengthening licensing frameworks with stricter professional, disciplinary, and ethical measures • Offer specialized training, CPD, and mentorship • Champion sustainability reporting and climate risk disclosure • Collaborate with regional and international professional bodies
MEMBER VALUE	Enhancing member value proposition and optimizing member experience.	<ul style="list-style-type: none"> • Deliver targeted programs in the emerging areas in accountancy to ensure members keep abreast with the dynamic environment. Strengthen the CPA brand and boost professional recognition locally and globally • Leverage digital platforms and automation for improved networking and resource access
PUBLIC INTEREST	Policy advocacy and thought leadership while promoting transparency, accountability, and good governance.	<ul style="list-style-type: none"> • Advocate for robust policies in public finance, taxation, governance, devolution, and economic policy • Partner with government agencies, regulatory bodies, and international organizations • Expand research and knowledge-sharing through journals and technical papers • Collaborate with other oversight bodies to drive advocacy.
SUSTAINABILITY	Ensuring long-term financial resilience while driving digital transformation and social impact	<ul style="list-style-type: none"> • Diversify revenue streams and optimize financial efficiency • Strengthen governance and risk management frameworks • Expand Corporate Social Investment initiatives • Prioritize internal capacity-building to nurture a high-performance workforce

IMPLEMENTATION OF THE STRATEGIC PLAN

ICPAK has established a robust implementation, monitoring, and evaluation framework to track progress and measure impact. Key performance indicators (KPIs) have been defined to evaluate success in all areas such as regulatory effectiveness, member satisfaction, public interest engagement, financial sustainability, and digital transformation.

Recognising the dynamic nature of the profession and evolving economic landscapes, ICPAK will continuously monitor the implementation of this Strategic Plan to ensure alignment with its objectives.

A mid-term review will be conducted in mid-2027 to assess progress, identify any emerging challenges, and, if necessary, reeval-

uate and refine strategies to enhance effectiveness.

Enablers for the Implementation of ICPAK’s Strategic Plan

Further successful execution of ICPAK’s Strate-

gic Plan will be driven by several key enablers that promote efficiency, innovation, and sustainability. These enablers will ensure that the Institute effectively meets its objectives and strengthen its regulatory, professional, and member service mandates.



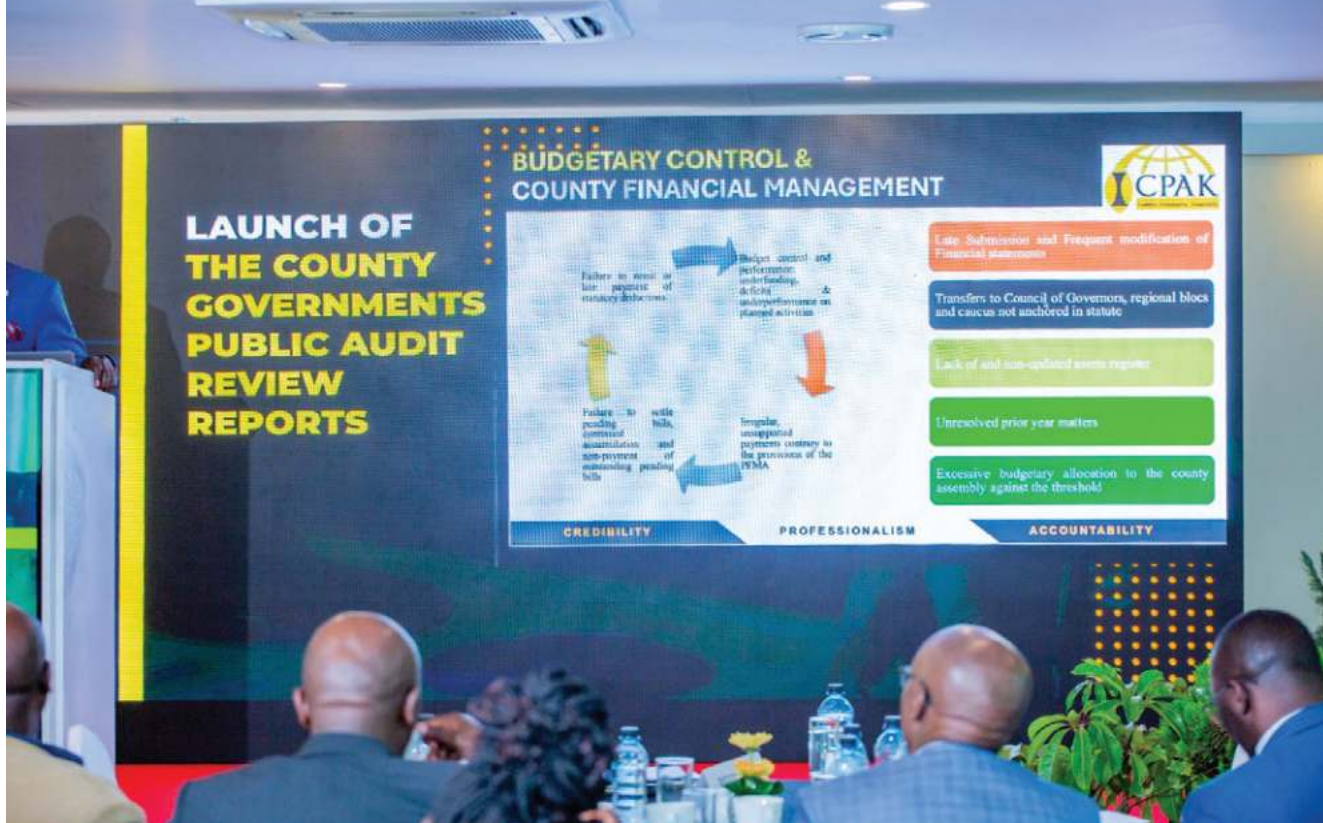
Public Audit Report Launch

Public audits are essential for ensuring that public resources are used effectively and efficiently. They offer an independent and objective evaluation of how government funds are managed, confirming that these funds are utilized for the intended purposes. Additionally, public audits play a vital role in detecting and preventing financial mismanagement, fraud, and corruption.

Audits are an essential tool for counties to enhance accountability. They allow citizens to

see how their taxes are being spent, and more importantly, they enable County Governments to identify and address inefficiencies or lapses in their financial management systems.

The Senate’s County Public Accounts Committee has for long scrutinized the Auditor General’s Reports on County Governments. These reports provide critical insights into managing public funds and resources across our counties. Despite their importance, the Institute has witnessed challenges in interpretation, inconsistencies, and gaps in understanding that



often hinder their full potential for driving good governance and accountability at the county level.

Against this backdrop, the Institute put together a Public Audit Ad-hoc Committee to review the Auditor General’s audit findings for County Governments for the past three years and made reports with recommendations.

These reports aim to demystify the complex audit findings, offering a clear and comprehensive analysis of the state of public finances in the counties. We strive to ensure that the lessons learned from past audits are documented and acted upon to strengthen the financial management systems in all 47 county executives and assemblies.

The Institute recognizes that the public accountant’s role is crucial, particularly in county governance. County governments’ accountability ensures that resources are used effectively to foster socio-economic development, improve service delivery, and enhance citizens’ livelihoods.

As the Institute launched the audit review reports, it reminded the stakeholders that the findings are not merely critiques, but tools for improvement. The reports highlight areas of strength, but more importantly, areas with weaknesses in financial management. The recommendations contained in these reports are invaluable as they provide clear guidance on how counties can improve their systems and

processes contributing to the overall strengthening of Public Financial Management (PFM) systems.

One key player in ensuring that audit findings are taken seriously and implemented is the County Assembly. The County Assemblies have an important oversight role: reviewing audit reports, holding county executives accountable, and ensuring corrective action is taken where necessary. The County Assembly provides oversight to ensure public funds are used correctly. They must scrutinize audit reports and demand accountability for any shortcomings identified. ICPAK is committed to supporting County Assemblies by providing training on financial oversight, enabling them to understand and act on audit findings effectively.

The Institute was also mindful of the documented fact that the quality of governance at the county level is intertwined with the capacity of our elected officials and public servants to manage public funds effectively. For this reason, we must support counties in improving their financial reporting, auditing, and governance structures. The review reports on the County governments’ accountability is paramount to ensuring that resources are used effectively to foster socio-economic development, improve service delivery, and enhance citizens’ livelihoods.

The launched reports will offer a platform for informed discussions on how counties can address audit findings, implement corrective



measures, and prevent future financial mismanagement. It is of the Institute's considered opinion that governments' accountability is paramount to ensuring that resources are used effectively to foster socio-economic development, improve service delivery, and enhance citizens' livelihoods.

Sustainability Roadmap Launch by ICPAK

In a significant move toward a sustainable and transparent future, the Institute of Certified Public Accountants of Kenya (ICPAK) officially launched its highly anticipated Sustainability Roadmap at the close of 2024. This transformative initiative is a cornerstone of ICPAK's 2025-2029 Long-Term Strategic Plan, which places a strong emphasis on environmental, social, and economic responsibility. The roadmap is a bold step in shaping a sustainable business environment and aligns the Accountancy profession with global sustainability efforts, placing Kenya at the forefront of this important agenda.

Adoption of IFRS Sustainability Disclosure Standards

A key aspect of the roadmap is the adoption of the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards, specifically IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures). The International Sustainability

Standards Board (ISSB) issued these internationally recognised standards on June 26, 2023, with the aim of enhancing the global consistency and comparability of sustainability reporting.

ICPAK adopted the new standards on September 6, 2023, and launched the National Roadmap for Adoption of Sustainability-Related Disclosures on November 14, 2024. This phased adoption plan will significantly transform corporate reporting in Kenya, encouraging organizations to disclose critical information on sustainability-related risks and opportunities while contributing to global sustainability efforts.

The Role of Accountants in Sustainability

The launch of ICPAK's Sustainability Roadmap underscores the pivotal role that accountants play in advancing sustainability. Accountants are uniquely positioned to influence business strategies by embedding sustainability into financial reporting and decision-making processes. By integrating Sustainable Development Goals (SDGs) into corporate financial models, accountants can help organizations thrive while ensuring they contribute to the well-being of communities and the environment.

Through the roadmap, ICPAK is empowering accountants to play a central role in fostering sustainable practices, promoting carbon reduction, circular economy principles, and corporate social responsibility (CSR) initiatives. This will result in a positive, lasting impact on Kenya's economy and environment, driving growth while supporting global sustainability.

Key Features of ICPAK's Sustainability Roadmap

- 1. Education and Awareness:** ICPAK acknowledges that sustainable practices begin with education. The roadmap prioritizes raising awareness among members about sustainability's importance, providing them with the necessary tools and resources for integrating sustainable practices into their operations. Specialized training in sustainable financial management, environmental accounting, and CSR will be offered to ensure ongoing professional development.

2. **Promoting Sustainable Reporting Standards:** A key component of the roadmap is the adoption of internationally recognized sustainability reporting standards such as IFRS S1 and S2. These standards will guide accountants in preparing transparent and comprehensive sustainability reports, showcasing their contributions to the United Nations SDGs and reinforcing Kenya’s global leadership in sustainability.
3. **Collaboration with Key Stakeholders:** ICPAK recognizes that sustainability is a collective responsibility. The roadmap emphasizes collaboration with government agencies, NGOs, businesses, and other stakeholders to drive Kenya’s sustainable growth. By fostering partnerships across sectors, ICPAK aims to create synergies that promote shared sustainability objectives.
4. **Climate Change Mitigation and Adaptation:** Addressing climate change is at the heart of the roadmap. ICPAK is committed to supporting businesses in adopting strategies to mitigate environmental impacts, reduce carbon emissions, and achieve carbon neutrality. ICPAK will also support sustainable practices in key sectors such as agriculture, construction, and manufacturing, ensuring a greener future for all.
5. **CSR Integration:** The roadmap stresses that CSR should be an integral part of business models. Accountants will be encouraged to collaborate with businesses in designing and implementing social and environmental programs that go beyond legal compliance. This aligns with ICPAK’s mission to develop a socially responsible Accountancy profession that contributes to society’s broader well-being.

Strategic Partnerships and Global Engagement

In addition to fostering local sustainability efforts, ICPAK seeks to enhance global collaboration in achieving broader sustainability goals. The institute aims to strengthen its relationships with international bodies such as the International Federation of Accountants (IFAC), the International Sustainability Standards Board (ISSB), and the Pan-African Federation of Accountants (PAFA). By bringing global best practices and innovative sustainability strategies to Kenya, ICPAK will ensure that Kenyan businesses remain competitive in a market that is increasingly driven by sustainability.



Looking Ahead: A Sustainable Future

ICPAK’s Sustainability Roadmap is designed with long-term success in mind. The Institute’s leadership has committed to periodic reviews and updates to ensure the roadmap remains adaptable to evolving environmental, social, and economic conditions. As sustainability continues to gain prominence in the global business landscape, ICPAK’s initiatives will evolve to reflect emerging trends, positioning Kenya as a leader in sustainable development.

Through this comprehensive roadmap, ICPAK is driving a future where responsibility, innovation, and sustainability go hand in hand. The Institute’s dedication to advancing sustainability in the Accountancy profession exemplifies its role as a pioneer in ethical decision-making and environmental stewardship. By taking these pioneering steps, ICPAK is helping to create a more sustainable Kenya, proving that a commitment to sustainability is essential for environmental well-being and long-term economic success.

As ICPAK leads the charge towards a greener and more transparent future, it demonstrates that sustainability is a necessity and an opportunity for growth, prosperity, and positive change. Kenya is poised to emerge as a global leader in sustainable business practices through this initiative.

Enhanced Member Value

Member Value and Customer Experience is pivotal in ensuring that members and stake-



holders derive exceptional value and engagement from their affiliation with the Institute.

This function is strategically designed to enhance member satisfaction and loyalty through tailored initiatives that address professional and personal needs. Its mission is to deliver value via Continuing Professional Development (CPD), and resource access while prioritizing seamless customer experiences.

By leveraging feedback mechanisms such as member surveys, online chat, timely call responses and member forums, the directorate adapts services to evolving member needs, ensuring relevance and responsiveness.

By prioritizing member value and experience, the Institute bolsters retention, attracts new talent and reinforces ICPAK's reputation as a customer-centric organization. This, in turn, fosters a robust Accountancy profession capable of driving Kenya's economic growth and governance standards.

In essence, the Member Value and Customer Experience function is integral to ICPAK's success. It ensures that members feel empowered, heard, and equipped to excel in their careers, thereby sustaining the Institute's leadership in Kenya's financial landscape.

Member experience and value are crucial to the success of every organization. A positive member experience is shaped by how effectively members engage with the organization, the relevance and accessibility of services offered, and the value derived through meaningful interactions.

Customer experience is imperative as it directly impacts member retention, customer loyalty and attracts new members. A positive customer experience, provides a competitive advantage by fostering repeat engagements, strong customer relationships and driving business growth. This in turn ensures long-term value to members and sustainable organization growth.

ICPAK recognises and values member centrality as a key aspect of its growth and sustainability. It has continually had member value as one of its pillars in its strategic plans over the last couple of years and it remains a key strategic focus area in its future direction.



Service Delivery

ICPAK recognises excellent service delivery as a contributing factor to enhanced member satisfaction and retention. The Member Services Committee and the Special Events & Welfare Sub-committee ensured that the services and products of the Institute served the needs of members.

The Institute continued to use technology to enhance service delivery through customer journey automation. In marketing its events, ICPAK was able to identify and reach out to the target messages to specific databases. Members continued to access automated services in booking for events, filing of CPD hours on their portals, submission of data for the know your member and benevolent information, logging into virtual learning activities and other events of the Institute and application and renewal of licences for the practising members. The Institute also encouraged and implemented online meetings for its meetings where possible through the various platforms. Response

service levels were monitored using automation to ensure that any calls, emails and online chats were responded to within the set timelines and the feedback provided was adequate. This monitoring also assisted in identifying the common areas in which assistance is required and benchmarking against global targets on response levels. This would guide us on the solutions drafted to ensure easy access to information and needed assistance.

Staff skill enhancement is vital in ensuring top notch service delivery. Staff training was done on various issues, all aimed at providing stellar services for an enhanced member experience.

Service access was brought closer to members by having customer service desks at major events, from which members would access any service they required. Members were prompted to give feedback on areas of improvement.



Member Welfare

Recognising that member welfare is central to professional well-being and meaningful membership experience, the Institute remained steadfast in its commitment to walk with members through all seasons of life—both in professional growth and personal moments of need.

The Institute continued to offer last-expense support to bereaved members and their families through the ICPAK Members Benevolent Scheme. In 2024, a total of 463 compensations were disbursed, providing timely financial relief during moments of loss.

The Institute further expressed its solidarity with members by publishing death announcements and condolence messages across its online

platforms, helping to honor the departed while fostering a spirit of community, empathy, and shared support among the membership.

The Institute further embarked on review of the scheme's policy towards making it more aligned to the members' needs and making it more fulfilling. It also began exploring matters pertaining to the registration of the ICPAK Benevolent Trust.

In the professional sphere the Institute hosted 42 free CPD events, demonstrating its dedication to making professional development inclusive and accessible to all members, regardless of their economic standing.

The events were informed by member feedback and focused on priority learning areas and emerging trends such as artificial intelligence, mental health, data analytics, and data protection. The caliber and diversity of the programs ensured they met the varied needs of members across different demographics, career stages, and sectors—delivering real value across the entire membership spectrum.

Various committees and sub-committees were put in place to ensure the needs of the various membership categories were identified and met as best as possible. Such included the Practitioners Development Committee, the Public Sector Accountants, the Diaspora Affairs, College of Fellows, Youth & Student Affairs and the Internal Audit sub-committees among others.

Enhanced Member Value Proposition

The member value proposition was revamped to give members more value.

ICPAK has negotiated with a variety of renowned lifestyle brands to offer members preferential discounts. Further through MoU's between the Institute and other professional Accountancy organizations (PAOs) within the East African region and beyond, members enjoy recognition and are eligible to access the PAOs' membership and benefits accrued. ICPAK Members also have access to the Institute's Benevolent Scheme that covers last expense upon demise of principal member, spouse, children, parents, and parents in law.



**EXCEPTIONAL
CUSTOMER
EXPERIENCES ARE
THE ONLY
SUSTAINABLE
PLATFORM FOR
COMPETITIVE
DIFFERENTIATION**

Partner	Details of partnership	Benefits	Benefit Access Requirements
East African Community Institutes of Accountants (EACIA)	<p>Mutual Recognition Agreement among:</p> <ol style="list-style-type: none"> Institute of Certified Public Accountants of Kenya – (ICPAK), Institute of Certified Public Accountants of Rwanda – (ICPAR) Institute of Certified Public Accountants of Uganda – (ICPAU), The National Board of Accountants and Auditors of Tanzania – (NBAA), and The Order of Professional Accountants of Burundi – (OPC) <p>to mutually recognize the profession Accountancy qualifications that will facilitate movement of Accountants’ professional among member states within East Africa.</p>	Recognition of Accountancy qualification among the EACIA states’	<p>Qualifications recognition of ICPAK members by other EACIAs will be done subject to demonstration that member has;</p> <ul style="list-style-type: none"> Completed a professional accountancy course as per the IES Obtained the requisite practical experience in accordance with national laws of the home country. Is a member in good standing
ICAEW	The MoU enables appropriately qualified members of either institute to join the other institute by receiving appropriate credit for their existing accountancy qualification.	<ul style="list-style-type: none"> Appropriately qualified ICPAK members are enabled to join ICAEW by receiving appropriate credit for their existing accountancy qualification (CPA) Qualified ICPAK members are eligible to apply for ICAEW membership on the same basis as ICAEW with mini- 	ICPAK members in good standing status

		<p>mum qualification.</p> <ul style="list-style-type: none"> • ICPAK members will receive credit for all papers of the ICAEW's Certificate and Professional Level examinations. • ICPAK members joining the ICAEW will be eligible for an ICAEW practicing certificate on the same basis as ICAEW members having completed the requirements for membership • Free training to ICPAK members seeking ICAEW membership via ICAEW authorized training employer scheme on practical work experience 	
CPA Australia	Member Pathway Agreement (MPA) to CPA Australia membership for ICPAK members	Full ICPAK members may become full members of CPA Australia after completing the required CPA Program exam.	<p>1) Eligibility</p> <p>Associate Admission</p> <ul style="list-style-type: none"> • Are a full member in good standing with ICPAK and not under any investigation for professional conduct infringements; and • Did not gain entry to ICPAK through another MPA or any other mutual recognition agreement (MRA) that ICPAK may have with another professional body; and • Successfully completed the ICPAK qualification examinations and practical work experience requirements; and • Hold a university degree recognized by CPA Australia as being at least equivalent to Australian bachelor's degree level. (This will be determined during the verification of your application.)

			<p>2: APPLICATION Complete the online application and submit with the required documentation, your application fee and membership fee. Ensure you nominate ICPAK as the professional body with whom you hold membership.</p> <p>3: VERIFICATION OF APPLICATION Upon completion, an email will be sent to you informing you of your assessment outcome.</p> <p>4: ADVANCE TO CPA STATUS Once you become an Associate member of CPA Australia via the MPA, you must undertake and successfully complete Ethics and Governance of the CPA Program. Upon successful completion of the subject, you will be advanced to CPA status</p>
Zambia Institute of Chartered Accountants (ZICA)	MOU signed to confer benefits to ICPAK members residing in Zambia	Recognition of ICPAK members residing in Zambia as full members of ZICA by virtual of ICPAK membership.	<ul style="list-style-type: none"> No adverse disciplinary findings, complaints pending investigation and no ethical issues. Compliance with the CPD requirements.
KCAU	MOU signed to confer benefits to ICPAK members	<p>ICPAK members to benefit from discount on tuition fees paid for the benefit of members as follows. Member – 20% Spouse - 10% Dependent - 10%</p> <p>ICPAK members to have access to KCA University Library facilities and may borrow library resources for use outside and within the facility.</p>	<ul style="list-style-type: none"> ICPAK Members in good standing

		ICPAK members will be allowed a 20% discount on use of KCA grounds; (if availability of the same is certified by the management)	
Strathmore University	MOU signed to confer benefits to ICPAK members	SBS is to offer a 7% tuition discount to ICPAK members on attending any of SBS Executive Education programs that last between 1 day-5 days and be awarded 7 unstructured CPD hours. SBS is to offer a 10% tuition discount to ICPAK members on attending any of SBS Executive Education programs that last more than 5 days and be awarded 10 unstructured CPD hours as per the ICPAK CPD policy.	<ul style="list-style-type: none"> ICPAK Members in good standing

Members were provided with opportunities for networking and enhancing professional relationships, through various Institute’s forums both nationally and at the branch level. Members were encouraged to register with their most convenient branches and contribute to positioning the accountancy profession in those branches.

Communication on upcoming events and emerging issues was maintained through various channels. Members submitted comments or submissions as requested on matters affecting the profession both locally and internationally.

Stakeholder engagements and advocacy were

carried out for the betterment of the Institute, society, economy and the profession. Members of the Institute were appointed in local boards as well as PAFA and IFAC committees.

Mentorship

Sustaining relevance of the Accountancy profession is important more than ever before due to the advancement of technology and artificial intelligence. ICPAK plays its part in developing a pipeline of future ready accountants through mentorship of students in both high school and universities.

In 2024, ICPAK held the following mentorship activities through its branches and head office

Branch	Institution
Nyanza	<ul style="list-style-type: none"> • Mentorship talk at St. Francis Wiga Girls Secondary School 63 revision books donated • Donation of school fees amounting to Kshs.10,000 each, paid for two students
Central Rift	<ul style="list-style-type: none"> • Mentorship talk to students at Rift valley Institute of Science and Technology (RVIST) town campus • Mentorship and CPA opportunities talk to St Anne CPA college in Nyahururu, Laikipia County • Mentorship and CPA opportunities talk to St Anne CPA college in Nyahururu, Laikipia County
South Rift	<ul style="list-style-type: none"> • Mentorship talk at Solyot day Secondary school in Bomet County • Mentorship talk at Cheborgei Boys high school in Kericho County
Northern	<ul style="list-style-type: none"> • The branch successfully conducted a mentorship/career talk at Wajir High School on 26th July 2024.
Eastern	<ul style="list-style-type: none"> • Mentorship talk at South Eastern Kenya University (SEKU) – Kitui Campus, School of Business
Coast	<ul style="list-style-type: none"> • Mentorship talk at Samburu Boys High School, Kwale • Mentorship at JKUAT- Mombasa campus
North Rift	<ul style="list-style-type: none"> • Mentorship talk at AIC Kibomet Day School in Kitale • Mentorship and career talk at Koitalel University college
Head office	<ul style="list-style-type: none"> • Participation in UoN ASA Mentorship Forums • Internships for Accounting Students • FSKU National summit on 1st March at Kenyatta university • In partnership with Kasneb, ICPAK conducted student mentorship at Jaramogi Odinga and Tom Mboya universities and ASA KU Kasneb day. • Participated in 3rd Annual ASA –KU conference. • Participated in PAC university career advancement • Participated in the KU All moot court competition at K.U Parklands campus. • Participated in ASA University of Nairobi annual dinner to celebrate 55 years at Ole Sereni Hotel. • Sponsored and participated in Kasneb Conference. • Participated in KISE expo on specialized Learning materials and assertive devices.

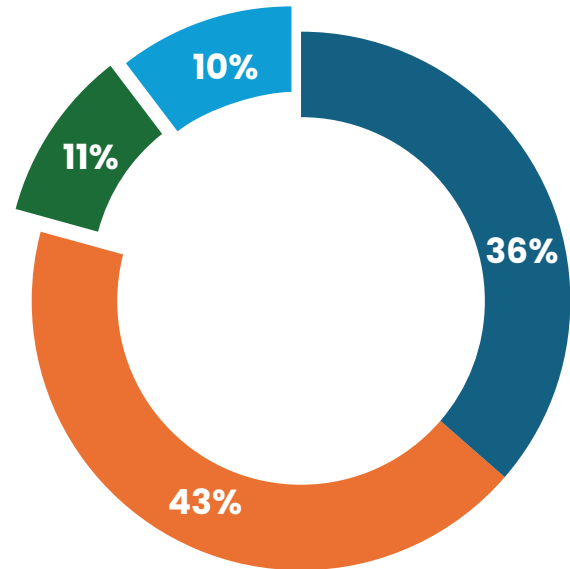


Media Appearances

The Media Appearances section highlights the Institute's strategic engagement with various media platforms on an annual basis. By leveraging diverse media channels, ICPAK has successfully communicated its key initiatives, thought leadership, and contributions to the accounting profession in Kenya and beyond. This section provides an overview of ICPAK's visibility in traditional and digital media, showcasing how the Institute has reinforced its role as a trusted authority, enhanced its public image, and shared insights on industry trends, regulatory changes, and strategic goals. Through these appearances, ICPAK continues to foster stronger relationships with stakeholders and promote the value of professionalism in accounting.

Public Interest Discussions	73
Budget And Accountability	86
Regulatory Mandate	21
Technical Standards	21
Total Number of Media Appearances In 2024	201

Analysis of Media Appearances for 2024



- Public Interest Discussions
- Regulatory Mandate
- Budget and Accountability
- Technical Standards

UGE WAKU

Nelson Mwangi
MUKARIBU GUTU, SUPER METRO

Mwangi Kioni
MUTARABU WA MATIARI, ICRAK

Gasiba Gifaa
MUKARI WA GATUNDU 3

Meriki wa MUCHOKI

Wambui wa MACHARIA

MENDEKITHIA MA WATHO WA KIGINA

4th June 2024 **11:00 - 1:00**

iNooro TV

THE BIG JJ CONVERSATION

EXPERTS STUDIO

KWANI OWINGO
EXEC. DIR., IEA

DR. ASBAHAN BUDO
COUNTRY DIRECTOR, IFC

DIANA SICHENGO
NATIONAL ECONOMIST/ANALYST

BILLOW KESBOW
POLITICAL ECONOMIST

CPA PHILIP KAKAI
CHAIR, ICRAK

FINANCE BILL & BUDGET 2024/25

WEDNESDAY 6PM - 10PM

JUN 05

tv47

Daily Report
#TheMarketPlace
Wednesday, 9:00pm

DISSECTING THE 2024/2025 BUDGET

Panel

Wyndiff Bichanga
CPA, Chief Executive Officer, ICRAK

Newton Khamisi
Economic and Governance Expert

Host: Hibaq Said

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UGE WAKU

EDWARD MURIU
MUMBONGE, GATANGA

NANCY WANGARI
MUNINI WA MUCI, KIGINA, MOMBASA YA ACABA

JOSHUA KAMWERE
MUTARABU WA WATHO, ICRAK

Harun MAINA

Njambi wa NJAU

MBANJETI NA THOGORA WA GITOMO

12th June 2024 **11:00 - 1:00**

iNooro TV

Mwenge wa Kaunti

14 MAY 2024 JUMANNE 10AM

CITIZEN

MADA: MUSTAKABALI WA TAIFA

HON ALFAH MIRUKA
MP BOMACHOSE CHACHE

CPA PHILIP KAKAI
MWENYEKITI, ICRAK

"The Impact"

Effect of Finance Bill on Manufacturing

The Standard Group will conduct an in-depth analysis and discussion on the effect of Finance Bill on Manufacturing Industry in Kenya. Join our panelists on **KTN News** as they come together to talk about the implications on this critical sector.

Panelists:

- Lee Oloo, Manufacturing Representative
- James Ombui, Manufacturing Lead
- John Oloo, Manufacturing Lead
- Dr. Mwangi, Manufacturing Representative
- Wendie Oloo, Manufacturing Representative

Moderator: Lee Oloo

Date: 4th June, 2024
Time: 6:00pm - 9:00pm
Venue: Standard Group H.Q.

ktn News **STANDARD GROUP**

DAY TODAY

CITIZEN

ANN HANG'ONDU
LEGISLATIVE MEMBER, ICRAK

CPA WYCLIFF BICHANG'A
ICRAK, CENTRAL MEMBER

LEDAMA OLE KINA
SENATOR, KARIAKO COUNTY, LEGISLATIVE CANDIDATE, 2025

DR. MAKALI MURU
MP, KUTU, CENTRAL MEMBER, BUDGET COMMITTEE

BUDGET DAY 2024

13th JUNE 2024 **THURSDAY 6:30AM**

KIMURİ

NDERETI YA KIGINA

24/07/2024
THAAITHATO NGINYA THAA ITHANO KICIKI

Na Mike Njenga & Nideritu Waihiro

CPA DR. ALEX KAMAU
MUTARABU, ITONGA WA BUNGU

CPA KUNDUMILU MUTHONI BAKSI
MUTARABU, ITONGA WA BUNGU

Kenya Kibera Service
iNooro TV **Citizen Digital**

CPA ROBERT KAMWARA

MEMBER, ICRAK LEGISLATIVE AFFAIRS SUB-COMMITTEE

TUESDAY 11th JUNE 7AM

THE 2024/2025 PRE-BUDGET ANALYSIS

Situation © 2024

CPA John Makori (Auditor)

Topic: Fiscal Budget

LIVE ON MSENANGU FM

THUR 13th JUNE 2024 7AM

99.5 Mhz/102.5 Kwaile/ 94.7 Lamu/ 92.5 Mba/ 101.0 Kisi/ 102.5 Voi

Msenangu FM

Kasstv

THURSDAY

KASS BASHINAMI

11:30am

13TH JUNE 2024

HOST: JACKY ARUSEI

GUEST: CPA PETER KITUR
CHIEF, ICRAK CENTRAL RIFT BRANCH

FACTS AND FIGURES OF THE BUDGET 2024/25

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KTNNews

FINANCE BILL 2024 THE DEVIL IN THE DETAILS.

Tonight, Wednesday, 12th June | 9:00PM

DIANA CICHENGO
Executive Director TEA

FCPA HESBON OMOLLO
Council Member - ICPAK

RONALD N. BWOSI
Group Managing Partner - Rirakiti Africa

WITH: KEN MIJUNGU

Watch us on GoTV Ch.94 | Startimes Ch.522 | Bamba Ch.2 | DSTV Ch.274 | Signet Ch.26

Mwenge wa Kaunti

11 JUNI 2024
JUMANNE 10AM

CITIZEN

MUSTAKABALI WA TAIFA

Nimrod TAABU

KEN ECHESA
MCHANGANUZI, MASUALA YA SIASA

KANG'AU KEEGA
MCHANGANUZI, MASUALA YA SIASA

JUDE NJOMO
ALIIYEKUWA MBUNGE, KIAMBU TOWN

CPA JOSHUA KAMWERE
MCHANGANUZI, MASUALA YA SIASA

JOHN NDERITU
SENETA, LAIKIPIA

18 JUNE MONDAY

#MwashumbeNaMwakideu

RADIO 47

BREAKFAST 47

WEEKDAYS 6AM - 10AM

HOST EMMANUEL MWASHUMBE

HOST ALEX MWAKIDEU

STATE OF THE NATION
Guest: Joshua Kamwere
Member, Legislative Affairs Committee, ICPAK

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turning on your world

BUDGET 2024/2025

UNPACKING 2024/25's SH3.92 TRILLION BUDGET

FCPA HESBON OMOLLO
COUNCIL MEMBER - ICPAK

FCPA ROBERT WARUIRU
MANAGING PARTNER - ICIBAN
TAX & BUSINESS ADVISORY

13TH JUNE 2024 | 9:00AM

HOSTED BY **JULIANS AMBOKO**

WATCH | LISTEN | STREAM

GOTV **DSTV** **zuku** **SIG** **ADN**

www.ntvkenya.co.ke

IFTIIN IGLES
leysha ummadda

HODI HODI

TOPIC:
FINANCE BILL PRE ANALYSIS

Wed 12th June 2024 | 8am-9am

Guest: **CPA ISMAIL MOHAMUD GURHAN**
Financial Advisor

Host: **MAIMUNA ABDINASIR**

@manfm | Itindm

MASKANI

DR. ABDULLAH YABOW
PHD - ICPAK

CPA DR. ALEX KAMU
PHD - ICPAK

CPA WANGECHE WARIU
PHD - ICPAK

ROBERT MAINA
MANAGING PARTNER
CA UGURU WA BISTORI

KITENDAWILI CHA MSWADA WA FEDHA

#MaskaniNaRashidAbdalla
Alhamisi | 20 - JUNI. 2024
10am

CITIZEN

Significant Achievements in Data Protection



In 2019, the Kenyan Government enacted the Data Protection Act, which established regulations for collecting and storing personal data by organisations operating in Kenya.

The Institute prioritises the sanctity of data and is committed to implementing measures that protect the privacy and security of our members, staff, and the public. We continuously strive to uphold best practices in data management and ensure compliance with relevant regulations, fostering trust and transparency within our community.

In this regard, it has made significant progress in ensuring compliance with data protection laws and regulations, particularly regarding financial reporting, compliance, and corporate governance.

Milestones :

- 1. Registration with the Office of the Data Protection Commissioner:** The Institute is officially registered as a Data Controller and Processor with the Office of the Data Protection Commissioner, which affirms our commitment to upholding the principles of the Data Protection Act. This registration mandates that we adhere to stringent guidelines and best practices in managing and processing personal data. Our policies are designed to ensure that all data handling activities prioritise the privacy and security of individuals, equipping us to manage data risks and foster transparency in our operations effectively. This compliance reflects our organisational integrity and builds trust with our stakeholders by demonstrating our dedication to protecting personal information.
- 2. Appointment of a Data Protection Officer:** The Institute appointed a data protection officer (DPO) responsible for data privacy compliance and governance.
- 3. Data Protection Policy:** The Institute regularly reviews and updates data privacy policies and procedures to ensure compliance with relevant laws and regulations, such as the Data Protection Act of 2019. It has also established a process for responding to data breaches and notifying affected individuals and the relevant

authorities in accordance with the Act.

- 4. Capacity Building and Training:** The Institute has established a continuous learning process that includes a series of virtual webinars, in-person seminars, and specialised training sessions. These initiatives are designed to enhance data protection compliance among its members.

These initiatives are designed to equip accountants with an in-depth understanding of relevant data protection laws and best practices, ensuring they can navigate the complexities of compliance in an increasingly digital landscape. Through expert-led discussions and practical workshops, ICPAK fosters a culture of accountability and security, empowering its members to implement robust data management strategies that safeguard client information and maintain professional integrity.

These sessions focused on:

- Understanding the Data Protection Act, 2019
- Implementing data protection measures in accounting and auditing practices.
- ICPAK has also incorporated data protection topics into its Continuous Professional Development (CPD) programs.

5. Guidance on Data Protection in Financial Reporting

ICPAK has provided its members with guidance on handling personal and sensitive data during financial reporting and auditing processes. This includes best practices for securing client data, maintaining confidentiality, and preventing breaches.

6. Promotion of Ethical Standards

Accountants are bound by a code of ethics that emphasises confidentiality and data protection. The institute has reinforced the need for accountants to implement data protection measures as part of their ethical and professional responsibilities.

The Accountants Regulations 2022 provides for compliance with the Data Protection Act under Section 8(a)(iv) and provides that 'a member of the Institute shall be guilty of

professional misconduct, if such member fails to comply with the relevant laws and regulations on data protection related crimes.'

7. Awareness Campaigns

ICPAK initiated awareness campaigns designed to educate its members and the general public regarding the critical importance of data protection, particularly within financial services. These campaigns underscore the significant risks associated with data breaches, identity theft, and fraud while providing practical strategies for effectively mitigating these risks.

8. Integration of Technology and Data Protection

With the increasing use of technology in accounting (e.g., cloud computing and digital financial systems), ICPAK has emphasised the need for accountants to adopt secure technologies that comply with data protection laws.

The Institute has put in place Robust security measures to safeguard our data. These measures include -

security weaknesses.

- Third-Party Vendor Compliance – As part of onboarding service providers, we ensure that all third-party vendors handling our data comply with data protection regulations.
- Data Loss Prevention (DLP) – We have implemented DLP monitoring tools to prevent sensitive data from leaving the institute's control or access without authorisation.
- Backup and Recovery – We have implemented robust backup and recovery systems to ensure that data can be restored in the event of a disaster or device loss.
- Trainings – We have been continuously training and sensitising staff on cyber security awareness to ensure proper handling and protection of data

ICPAK Elections

The Institute holds its Council Elections annually and, as part of the electoral process, seeks members' consent to include their names and contact details in the campaign register, which is shared with candidates during that election year.

The Institute also grants members the right to access and control their data by regularly requesting that they update their contact information with the Institute.

The requirement to seek consent for members to be included in the voters register is embedded in the Accountants Regulations 2022 in tandem and compliance with the provisions of the Data Protections Act.

Professional Appointments

The Institute is a proud member of both the International Federation of Accountants (IFAC) and the Pan-African Federation of Accountants (PAFA). As a professional accountancy organization, ICPAK is committed to upholding international best practices by adhering to the Seven (7) Statements of Membership Obligations (SMOs) set by IFAC. These obligations ensure that ICPAK continuously enhances the quality of accountancy education, ethics, auditing standards, investigation and discipline, and professional development in alignment with global benchmarks.

- Data Encryption—The Institute has encrypted data both at rest and in transit to prevent unauthorised access.
- Access Controls— We maintain a clear user matrix with robust access control measures to restrict access to sensitive data.
- Vulnerability Assessments— We carry out regular vulnerability assessments and penetration testing to identify and rectify



Beyond compliance, ICPAK actively engages in the governance and thought leadership of both IFAC and PAFA, contributing to policy formulation, capacity building, and advancing the profession across Africa and globally. The Institute has representation in IFAC and PAFA boards, councils, and technical committees, where its members provide strategic input on matters affecting the profession, public interest, and sustainability.

The following are ICPAK representatives serving on various boards and committees of IFAC and PAFA:

IFAC Appointments:

- a. FCPA Dr. Winnie Nyamute represents the Institute at IFAC Board
- b. CPA Dr Grace Kamau - Technical Advisor to the board member
- c. FCPA Geoffrey Injeni appointed to the International Panel on Accountancy Education
- d. CPA Margaret Muinde appointed to the Professional Accountants in Business Advisory Group
- e. FCPA George Mokuu appointed to the Small and Medium Practices Advisory Group.

PAFA Appointments:

Being among the top five Professional Accountancy Organizations in the Continent, the Institute has secured a permanent seat at the PAFA Board. In this regard, the Institute is represented at PAFA as follows:

- a. CPA Philip Kakai serves as a Member of the PAFA Board in his capacity as the Chairman of the Institute
- b. CPA Dr Grace Kamau serves as the Technical Advisor to the Chairman
- c. FCPA George Mokuu was appointed as the Chairman of the Accountancy Quality Advisory Group

The Institute is further privileged to have two of its members serve at the Secretariat of PAFA. These are CPA Benjamin Mbolonzi and CPA Reuben Orwaru serving as the Director Quality and Mobility and Manager, Public Value Management (PVM) respectively.



Additionally, ICPAK has collaborated with PAFA in establishing the Sustainability Centre of Excellence (CoE) to drive transparency, accountability, and sustainable value creation across Africa. The Institute also plays a key role in initiatives such as the adoption of the IFRS Sustainability Disclosure Standards (ISSB) in Kenya, working alongside PAFA, the African Union, and the IFRS Foundation to enhance sustainability reporting and financial transparency.

Through these strategic engagements, ICPAK continues to position itself as a key player in shaping the future of the accountancy profession at both the continental and global levels.

In its endeavor to maintain global leadership and in line with its vision of being a world class professional accountancy institute, ICPAK continued to engage other Professional Accountancy Organizations (PAOs) through signing MOUs and MRAs.

Appointment of ICPAK Staff to PAFA Technical Advisory Groups:

ICPAK has always placed a strong emphasis on fostering professional growth, regional collaboration, and contribution to the global accounting community. This has made it possible for several distinguished staff members to be appointed to technical committee advisory positions within the Pan African Federation of Accountants (PAFA). These appointments are a demonstration of the high regard in which the Institute is held across the African continent and the recognition of its professionals' competences, leadership, and commitment to advancing the profession.

The appointed staff are:

1. CPA Catherine Asemeit - Director Standards and Technical Services appointed to the PAFA Sustainability Centre of Excellence
2. CPA Dr Kasole Wasonga - Director, Internal Audit and Risk, re-appointed to the PAFA Ethics, Audit & Assurance Technical Advisory Group
3. CPA Dan Mugo - Ag. Director of Finance and Strategy appointed to the Corporate Value Reporting Technical Advisory Group
4. Hillary Onami - Director Public Policy and Research appointed to the PAFA African Continental Free Trade Area Agreement Expert Group

Appointment of ICPAK Members to the Cabinet

In 2024, ICPAK and the accountancy profession in Kenya was highly honoured to have its two members appointed into the Cabinet.

FCPA Hon. John Ngongo Mbadi (Member Number 6101) and FCPA Hon. Wycliffe Ambetsa Oparanya (Member Number 2309) were appointed as Cabinet Secretaries to the National Treasury and Economic Planning; and the Ministry of Co-operatives and Micro, Small and Medium Enterprises (MSME) Development respectively.

The Institute is confident that the two members will steer their dockets within the Institute's credo of Credibility, Professionalism and Accountability and uphold the tenets of good governance, for the greater good of the country.

ICPAK member appointed to serve in the IEBC Commission selection panel

Articles 88, and 250 of the Constitution of Kenya, sections 5 and 6 of the Independent Electoral and Boundaries Commission Act, 2011 (the IEBC Act, 2011) provide for the membership of the Independent Electoral and Boundaries Commission (IEBC) and the process of appointment of Commissioners of the IEBC.

The IEBC (Amendment) Act, 2024 designates ICPAK as one of the institutions in the Selection Panel for the Appointment of Commissioners of the Independent Electoral and Boundaries Commission. The Institute was honoured to have FCPA Andrew Tanui appointed as a member of the Independent Electoral and Boundaries Commission (IEBC) Selection Panel. This nomination is a clear demonstration of the confidence bestowed on ICPAK as a professional body and the integrity of its members, within the public.

Hosting of ISSB's Chairman & Board Member in Kenya and engagement with the President

The Institute in partnership with the International Sustainability Standards Board, Capital Markets Authority and the Nairobi Securities Exchange held a consultative forum in Nairobi on 18th March 2024 hosting the ISSB Chair, Emmanuel Faber, and ISSB board member, Dr. Ndidi Nnoli-Edozien.

This event was held following Kenya's adoption of Sustainability Reporting Standards to discuss adoption readiness and preparations for Kenya, and to identify the resources and support needed for implementation.

The ISSB Chair, Emmanuel Faber, and ISSB board member, Dr. Ndidi Nnoli-Edozien, met with Kenya's President, H.E Dr. William Ruto, to discuss the implementation of ISSB Standards and their potential to unlock capital flows. The discussions highlighted the importance of transparency in value chains, enabling investors to better assess sustainability-related risks and opportunities through consistent and reliable disclosures.

A key area of focus was the role of Africa in shaping and implementing sustainability reporting frameworks. Emmanuel Faber emphasized the need for capacity building to support businesses in adopting these

standards. He also addressed concerns about smaller enterprises, explaining that the ISSB Standards incorporate proportionality mechanisms to ensure their application aligns with a company's size and resources. This includes using reasonable and supportable information without imposing undue costs or effort.

The meeting brought together key industry leaders, including ICPAK Chairman CPA Philip Kakai, ICPAK CEO CPA Dr. Grace Kamau, CMA

Chairman Ugas Sheikh Mohamed, CMA CEO FCPA Wycliffe Shamiah, PSASB Ag CEO CPA Georgina Muchai, as well as ICPAK Council Members and senior management.

This engagement marked a significant step in advancing sustainability reporting in Kenya and across the African region, reinforcing the importance of collaboration in fostering sustainable and transparent business practices.





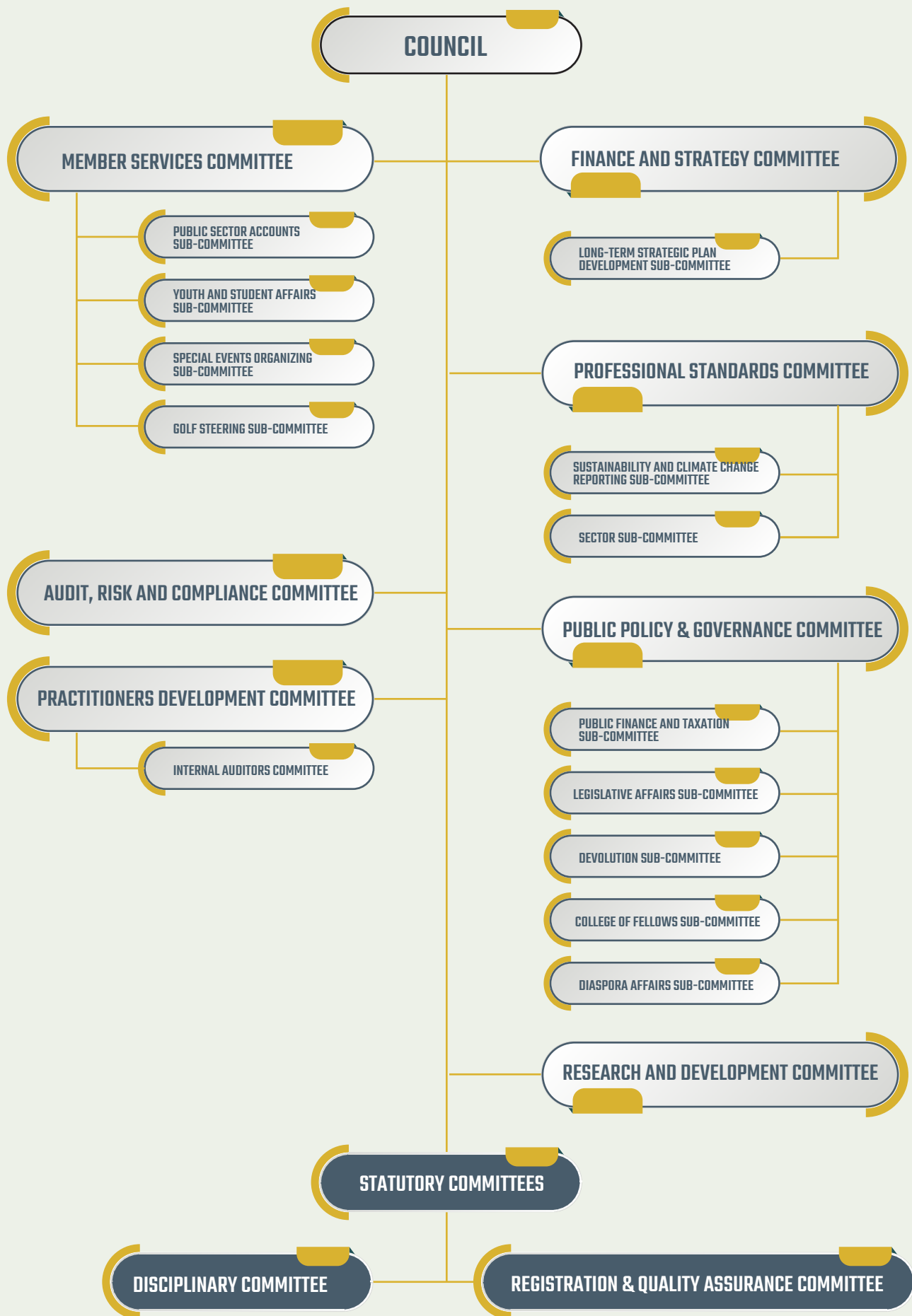
GOVERNANCE & LEADERSHIP STRUCTURE

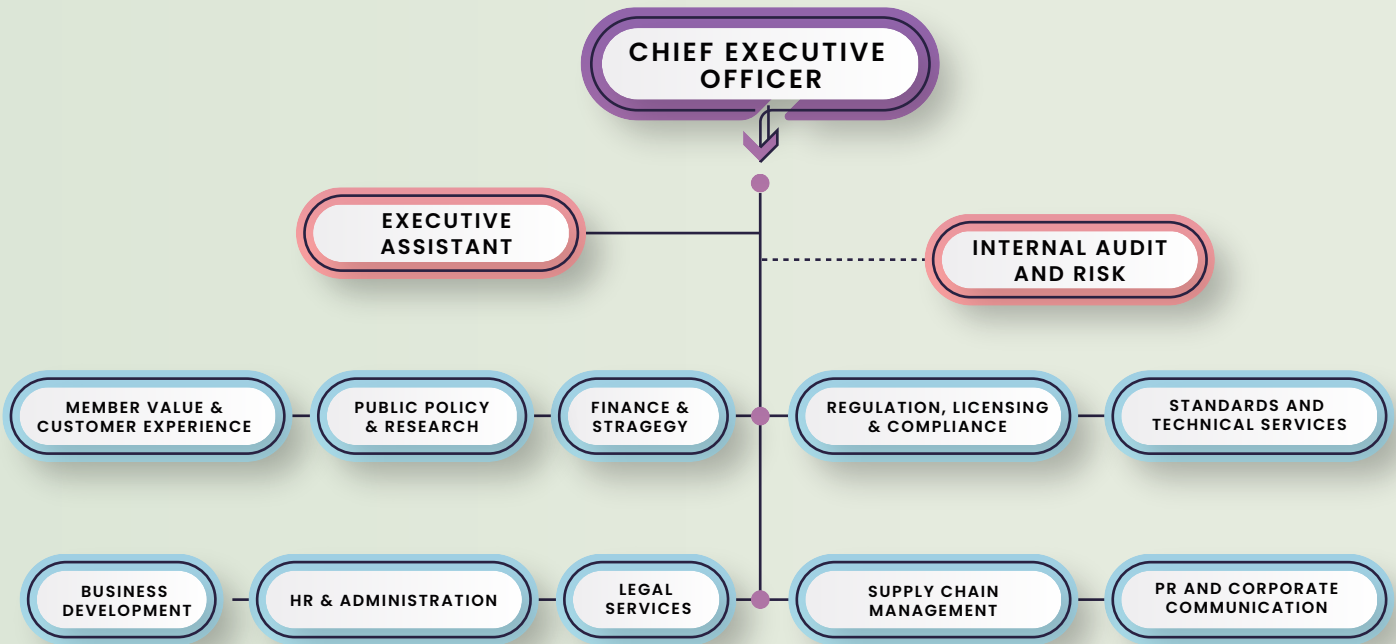
The governance structure of the Institute is designed to ensure effective management and oversight of the Accountancy profession in Kenya. The Institute is governed by the Council, CEO and the Senior Management.

The CEO is appointed by the Council with the responsibility of carrying out the day-to-day management and administration of the Institute. The CEO reports directly to the Council and plays a key role in achieving the Institutional strategic goals while meeting stakeholder expectations. The CEO is supported by a team of professional staff that manage the operational affairs of the Institute including; Director- Standards and Technical Services, Director- Member Value & Customer Experience, Director- Finance & Strategy, Director- Public Policy & Research, Director- Internal Audit and Risk, Head of Human Resource & Administration, Head of Legal, Head of PR & Communications, Head of Supply Chain Management and Business Development Manager.

The governance structure of the Institute comprises of the Council, Committees and Senior Leadership Team led by the Chief Executive Officer who doubles as the Secretary to the Council. Two out of the nine Committees are statutory while the rest are appointed by the Council to support the oversight of the Institute's operations. Together, these components form a cohesive governance framework that promotes transparency and ethical practices within the Institute. In the governance structure, Council's oversight role is also strengthened through the establishment of the Audit and Risk Committee whose main purpose is to assess the effectiveness of the internal controls and risk management processes. The wide skills mix in the Council and Senior Leadership Team fosters trust among the members and guarantees achievement of the Long-Term strategic goals.

The Institute's Governance Structure is summarized below:







**THE ICPAK
COUNCIL**

Role of Council

The Accountants Act (2008) confers upon the Council the following roles and functions:

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

The composition of ICPAK Council includes.

- A Chairman elected from the members of the Institute.
- **Six Members elected** from the members of the Institute. These members serve for a three-year term and are eligible for re-election once.
- **Two Members** nominated by the Minister for Finance, one of whom will typically be drawn

from the Ministry of Finance and will serve 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.

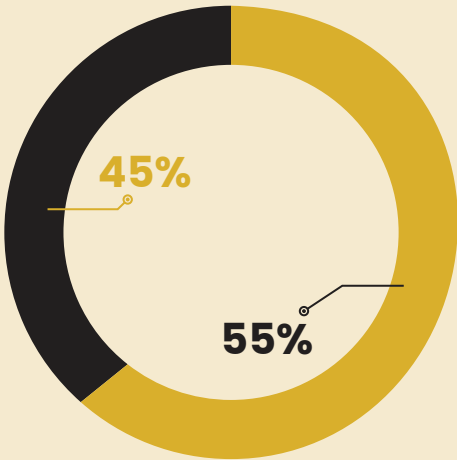
- **One Member nominated by the Kenya Accountants and Secretaries National Examinations Board (KASNEB)** which is the national body charged with overseeing and administering the professional accountancy examinations in Kenya.
- **One Member nominated by the Capital Markets Authority (CMA)** charged with 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.

In 2024, the council was comprised of the following members:

Position	Name	Date of Joining Council	Gender	Membership Category
Chairman	CPA Philip Kakai	Elected in September 2023	Male	Non practicing
Vice-Chairman	CPA Prof. Elizabeth Kalunda	Elected in October 2023	Female	Non-Practicing
Member	FCCA Georgina Malombe	Re-elected in June 2024	Female	Practicing
Member	FCCA Hesbon Omollo	Re-elected in June 2024	Male	Practicing
Member	FCCA Anne Wangeci	Re-elected in June 2021 and Retired in June 2024	Female	Non-Practicing
Member	CPA Risper Olick	Re-elected in June 2022	Female	Practicing
Member	CPA Olive Gitau	Elected in September 2023	Female	Non-Practicing
Member	CPA Wycliff Bichanga	Elected in June 2024	Male	Practicing
Member	CPA Jona Wala	Representing National Treasury (Appointed in December 2019)	Male	Non-Practicing
Member	FCCA Prof. Nicholas Letting	Representing Kasneb (Appointed in May 2019)	Male	Non-Practicing
Member	CPA Matthew Mukisu	Representing Capital Markets Authority (Appointed in July 2022)	Male	Non-Practicing
Secretary to Council	CPA Dr. Grace Kamau	Appointed in January 2023	Female	Non-Practicing

Analysis of Council by Gender

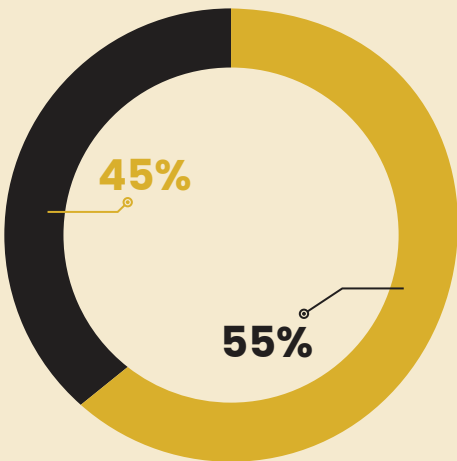
Gender	Number	%
Male	6	55%
Female	5	45%



■ Female ■ Male

Analysis of Council by Age

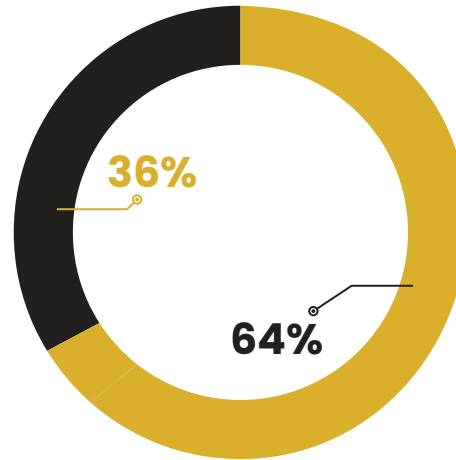
Age Category	Number	%
40-49	6	55%
50-59	5	45%



■ 50-59 ■ 40-49

Analysis of Council by Membership Category

Membership Category	Number	%
Non-Practising	7	64%
Practising	4	36%

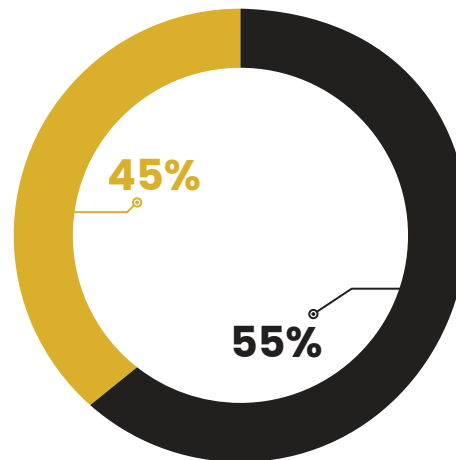


■ Non-Practising ■ Practising

In 2024, 4 Council members were in the Practising Members Category while 7 were under the normal membership/non-practising category.

Analysis of Council by Sector

Age Category	Number	%
40-49	6	55%
50-59	5	45%



■ Public ■ Private

Council Attendance Schedule, 2024

Council Member	Role	When joined	When Retired	Meeting Attendance 2024
CPA Philip Kakai	Chairman	Jun-20		24/24
CPA Prof. Elizabeth Kalunda	Vice-Chairman	Jun-19		22/24
FCCA Georgina Malombe	Member	Jun-21		22/24
FCCA Hesbon Omollo	Member	Jun-21		22/24
FCCA Prof. Nicholas Letting, PhD	Member	May-19		21/24
CPA Jona Wala, FA	Member	Dec-19		19/24
CPA Anne Wangeci	Member	Jun-18	June -24	9/9
CPA Matthew Mukisu	Member	Jul-22		22/24
CPA Olive Gitau	Member	Sep-23		22/24
CPA Risper Olick	Member	Jun-19		23/24
CPA Wycliff Bichang'a	Member	Jun-24		15/15





COUNCIL PROFILES



CPA Philip Kakai

CPA Philip Kakai is the Chairman of ICPAK following his election in September 2023. He joined the Council in 2020. He is the immediate former Vice Chairman, a position he held for two terms from 2021- 2023. He is a seasoned and accomplished Certified Public Accountant of Kenya, a member of the Institute in good standing and a Certified Professional Mediator.

He Convenes the Public Policy and Governance Committee and Diaspora Affairs Sub-Committee. He previously Co-convened the Public Policy and Governance Committee; Convened the Special Events Sub-Committee; the Human Resources Committee and has been a member of other ICPAK Council committees for over 10 years.

CPA Kakai currently represents the Institute in the International Federation of Accountants (IFAC) Council; Pan African Federation of Accountants (PAFA) Board where he also serves in the Planning Human Capital and Finance Committee (PHCFC); East Africa Community Institutes of Accountancy (EACIA) Board; KCA University Board of Trustees (BOT) and the Elections nominations committee of Haram bee Sacco Society.

He has over 25 years' extensive and expansive experience in leadership, financial accounting and management, budget management, audit and project management gained locally and internationally from both the public and private sectors. For his great dedication, contribution

and service to the Institute and the accountancy profession, ICPAK granted him a certificate of Commendation in December 2020.

CPA Philip Kakai holds a Bachelor of Commerce (Accounting option) and a Master of Business administration degree from Moi University. He is currently pursuing a PhD in Finance at Kenyatta University. He has undertaken various courses and holds Certificates in Strategic Leadership Development Program (SLDP) from the Kenya School of Government; Public Sector Financial Management from ESAMI; Project Risk Management from ABB; mediation and Corporate Governance from the Center for Corporate Governance in Kenya and other executive leadership and management courses globally.

CPA Kakai is currently an Assistant Director of Finance at the Judiciary in charge of Revenue and Deposits and serves in various Policy and administrative committees of the Judiciary. He previously served as an Ag. Director Finance and an Ag. Deputy Director Accounts in the same Institution. Prior to Joining the Judiciary in 2013, he served as the Finance Manager of Asea Brown Boveri (ABB) Limited for over 12 years, where he gained extensive International experience in Financial Management, Accounting and Reporting having risen from a position of a Senior Accountant. He started his career as an Accountant at Parklands Sports Club and has served the Accounting profession diligently since then.

He served as the pioneer Chairman of the Alumni Association of KCA University 2013-2017, where he remains a member and contributes to the KCA university endowment fund for needy students. He also served as a parent representative at Moi High School- Kabarak for the period 2012-2015. He is a full member of the Friends Church (Quakers) and fellowships at the Friends International Center, Ngong road, Nairobi

CPA Kakai is keen on driving thought leadership, stakeholder engagement, advocacy, Public Policy, Public finance, governance and the legislative affairs of the Nation.



CPA Prof. Elizabeth Kalunda

CPA Prof. Elizabeth Kalunda stands as a seasoned professional in the field of Accounting and Finance, both in practice and academia. She is currently an Associate Professor and the Acting Deputy Vice Chancellor, Finance and Operations at the United States International University Africa (USIU-A). She has a profound interest and dedication to research, where she boasts an impressive portfolio of publications in esteemed journals. Her scholarly pursuits currently revolve around pressing issues such as Pandemics and Higher Education, youth employability, forensic accounting and climate change.

As a seasoned professional, she has served at the Institute of Certified Public Accountants of Kenya (ICPAK), Dedan Kimathi University of Technology, the Government Training Institute, and the Teachers Service Commission. Her journey on the Institute Council has been marked by active engagement in diverse committees, where she has played pivotal roles. Her accomplishments include convening the Devolution Work Stream Sub-committee, Research and Development Committee, and serving as a dedicated member of committees such as Special Events, Adhoc Human Resource, and Public Policy and Governance. In particular, her steadfast commitment to the Research and Development Committee culminated in the successful launch of the Institute's inaugural Research Conference in 2020, now an annual event.

Beyond her academic and professional

endeavors, CPA Prof. Kalunda extends her influence to several boards of directors, including Kasneb and Lofty Corban Investments Limited. She served as a director at Kasarani Technical and Vocational Centre and continues to serve at Bishop Ndingi High School and St Teresa's Girls Mwala both in Mwala, Machakos, underscoring her dedication to education and community development. She also maintains an active membership with the Association of Women Accountants of Kenya (AWAK).

CPA Prof. Kalunda holds a B. Ed from Moi University, MBA and PhD from the University of Nairobi. She Certified Public Mediator (CPM).



CPA Dr. Grace Kamau

CPA Dr Grace Kamau is a well-seasoned, all-rounded Finance, Strategy, Leadership, and Governance professional, expert, and researcher. She has experience impacting business direction and performance through successful leadership strategies, tactical decision-making, and forward-thinking approaches. She has proven expertise in improving operations and boosting corporate strategic and financial health through solid leadership.

She is a strategic problem solver, change agent, and visionary executive who has successfully implemented plans to meet current and future corporate needs.

She is the Chief Executive Officer and Secretary to the Council of the Institute of Certified Public Accountants of Kenya. Previously, she served as the director of finance and strategy at ICPAK.

She has also held leadership positions in other blue-chip, renowned organisations in Kenya and beyond. She possesses vital experience and expertise in leadership, financial management, stakeholder management, advocacy, research, training, strategy formulation and execution, talent management, and networking, among other skills.

Dr. Grace holds a Ph.D. in Business Administration (Strategic Management) from the University of Nairobi. She also has a Master of Business Administration (MBA) (Strategic Management) Degree from the same University, a Bachelor of Commerce (Accounting) degree from Kenyatta University, CPA-K, and a Certified Investment and Financial Analyst (CIFA).

She represents the Institute as the Technical Advisor to the International Federation of Accountants (IFAC) and Pan African Federation of Accountants (PAFA) board members. She is also a board member of Exinity East Africa Limited, where she chairs the Audit and Risk Committee. She's also a member of the Financial Reporting Centre – FRC board member.



**FCPA Prof. Nicholas K. Letting',
PhD, EBS, HSC**

FCPA Prof. Nicholas Letting', is serving Council, having been nominated in 2019 as the KASNEB representative. He is the Convenor of Finance and Strategy Committee, Co-Convenor Research and Development Committee and Public Sector Accountants Sub-Committee. He is the Convenor of the ad hoc Nomination Sub-Committee of Council and the ad hoc Long Term Strategic Committee.

FCPA Prof. Letting is an accomplished corporate transformative leader with over 27 years of work experience, a respected academic and industry captain and performance management excellence enthusiast. He is a career mentor and coach, examination management expert, committed professional facilitator, corporate governance trainer accredited by IFC and ICS, an astute administrator, investment, and financial analyst.

FCPA Prof. Letting' is the Secretary/Chief Executive Officer of KASNEB and the immediate past Vice – Chancellor / Chief Executive Officer of the Management University of Africa (MUA). He has previously worked with the British American Tobacco (BAT) Kenya and the Kenya Institute of Management (KIM). He has supervised several Doctoral (PhD) and Masters' degree students, has published widely, and has taught in universities and high schools. He is an external examiner in leading universities in East Africa. FCPA Prof. Letting' has been awarded the 2nd Class Elder of the Order of the Burning Spear (EBS) in 2020, and Head of State of Commendation (HSC) in 2012, for his contribution in the education sector in the county.

FCPA Prof. Letting' holds a Doctor of Philosophy (PhD) in Business Administration (Strategic Management), MBA and BCom degrees from the University of Nairobi. He is KASNEB graduate with CPA, CPS and CIFA. He is a member of the Institute of Internal Auditors (IIA), Institute of Human Resource Management (IHRM), and the Institute of Directors (IoD).

He is a Fellow of ICPAK, Institute of Certified Secretaries (ICS) and the Kenya Institute of Management (KIM) and the Institute of Certified Investments and Financial Analysis (ICIFA). He currently serves as the Chairman of the Association of Professional Societies of East Africa (APSEA), Council Member of the Institute of Certified Investments and Financial Analysts (ICIFA), the Institute of Certified Secretaries (ICS), Public Sector Accounting Standards Board (PSASB) and Academic Committee Member at Kenya Institute of Curriculum Development (KICD). He volunteers as the

Honorary Treasurer of Kenya Red Cross Society (KRCS), Lower Eastern Region. He has previously been a Chairman of ICPSK, a member of the Council of Kenya Institute of Curriculum Development (KICD) and a member of the Board of the National Commission for Science Technology and Innovations. (NACOSTI).



FCPA Georgina Malombe

FCPA Georgina Malombe currently serves as the Convenor of the Practitioners Development Committee, the ad hoc Long-Term Strategic Plan Committee and the ad hoc AGM Petitions Committee. She is also the Co-convenor of the Devolution Sub-Committee and the Accountants Act Review Taskforce as an appointee of the National Treasury.

She is a Fellow of the Institute, a recognition made for her exemplary contribution to the growth and service of Kenya's accountancy profession. She is a dynamic, resourceful, self-driven and highly skilled finance professional with over 24 years' experience in accounting, audit and risk, public finance management and corporate governance in both public and private sectors. Her experience spans from her various roles in different boards she has served and those she currently serves. Some of the past boards she has served on include, but are not limited to, the Association of Women Accountants of Kenya (AWAK), Ethics Commission of Cooperative Societies (ECCOS) and KCB Group Plc.

Currently, she is the Managing Partner and Chief Engagement Officer of Gemal & Company. Previously, she served as the acting Head of Compliance & Regulatory Affairs,

Manager Audit Quality Assurance & Licensing and Manager Public Policy & Governance at the Institute. She also served as the Chief Executive Officer for the Registration of Accountants Board, General Manager NGP Bamburi Sacco Ltd, and Auditor Kibiego Kiptum & Co (CPA-K). She currently serves on the Board of Signon Group and CARE-Kenya among others.

FCPA Georgina has training experience in several leadership areas, including Driving Organisational Agility, from Harvard Business School and Certification in Governance Audit from the Institute of Certified Secretaries. She has served in several task forces that delivered impactful results on various assignments. She was awarded a 2nd Runner up by Women on Boards Network (WoBN) in 2021, in the category of Chairperson of the year for her outstanding contribution to the diversity agenda and championing governance in the corporate space.

She holds a Master of Business Administration (Finance Option) from the University of Nairobi and a Bachelor of Agribusiness Management degree from Egerton University.

FCPA Georgina is a Certified Executive Leadership coach from Coaching Development Institute of Africa and an Arbitration Associate from the Chartered Institute of Arbitrators, Kenya Chapter.



FCPA Hesbon Omollo

FCPA Hesbon Omollo is the Convenor of the Devolution Sub-Committee, Co-Convenor of the Practitioners Development Committee (PDC), Convenor of Ad hoc Infrastructure committee (overseeing Auditorium construction), a

member of the ad hoc Long-Term Strategic Plan Committee and College of Fellows. Previously he served as the Chairman of the Institute's Nyanza Branch and in various Council Committees including the Legislative Affairs sub-committee where he helped espouse ICPAK's position on the national budgets and various draft laws under public participation. At the Public Service level, he serves as a director of KEMSA Board and as a member of the Pending Bills Verification Committee of the National Treasury. At the community level, he serves on the Board of Ideal Health Organization (IHO) where he is the Treasurer and previously as a member of the Nominations Committee of KIMISITU Sacco Ltd.

He is an established auditor with over 20 years progressive experience in tax, auditing, and accounting and is the Managing Partner of Bon & Drew Associates, a medium sized audit firm with branches in Nairobi, Nakuru, Kericho, Kisumu and Mombasa. Previously he has served as an accountant in the logistics and manufacturing sectors. He has been a trainer with ICPAK for more than 10 years in Audit and Taxation. A member of ICS

He holds Msc. (Accounting & Finance) Salford University (UK), B-Com degree in Accounting from Catholic University of Eastern Africa. He is a Certified Public Secretary (CS), Certified Governance Auditor, and a Certified Mediator. He holds a certificate in Strategic Leadership from KSG.



CPA Jona Wala, FA

CPA Jona Wala was nominated to the Council in 2019 as the National Treasury representative. He serves as the Convenor of the Audit, Risk and Compliance Committee, and the Public Sector

Accountants Sub-Committee. He is a member of the ad hoc HR Committee and the ad hoc AGM Committee. He chairs the Multi-Agency Committee that is reviewing the Accountants Act, 2008. He also led the panel that reviewed the Public Audit Act, of 2015.

CPA Jona Wala chaired a multi-agency team that delivered the roadmap – Adoption of Sustainability Standards (IFRS S1 and IFRS S2) in Kenya.

He is a member of the International Public Sector Accounting Standards Board (IPSASB) representing the Africa region, where he is also a member of the task force reviewing IPSAS 1-Presentation of Financial Statements.

CPA Wala is a member of the National Steering Committee gazetted to transition the country from cash basis of accounting to accrual basis.

He convenes the Technical Committee of the Africa Association of Accountant Generals. He is a member of the Africa Professionalization Initiative Academic Advisory Committee, an online platform for competency development for accountants in the public sector.

CPA Wala is the Registrar of the Registration of Certified Public Secretaries Board of Kenya, a Board member of Chuka University, and the National Council for Law Reporting (Kenya Law Reports), and serves on the Audit Committee of the Institute of Certified Investment and Financial Analysts Kenya (ICIFA).

CPA Wala is the Director of Accounting and Exchequer Services at the National Treasury. He has been at the forefront of championing public sector reforms for the last 25 years including the implementation of a Treasury Single Account and the establishment of various public funds. He has been instrumental in designing alternative funding models for government projects.

He is pursuing a Ph.D. in Management from Case Western Reserve University, USA, and holds a master's degree in Banking and Finance.



CPA Matthew Mukisu

CPA Matthew Mukisu is serving Council, having been nominated in 2022 as the Capital Markets Authority of Kenya representative. He is the Co-Convenor of Finance and Strategy Committee, Professional Standards Committee, Special Events and Welfare Sub-Committee, and Public Sector Accountants Sub Committee. He is a member of the ad hoc HR Committee and the ad hoc Infrastructure Committee. CPA Mukisu received ICPAK Commendation in November 2024 in recognition of service rendered to the accountancy profession.

CPA Mukisu currently works at the Capital Markets Authority as Senior Manager Commodities & Derivatives where he has played a major role in successful implementation of new markets innovations including operationalization NSE (NEXT) Exchange Traded Derivatives Market, the second one in the sub-Saharan Africa after JSE Derivatives Market (South Africa) and the rollout of the Direct Settlement System (DSS) for the Nairobi Coffee Exchange (NCE). The DSS is one of the latest financial markets innovations covering up to the bottom of the pyramid (smallholder coffee farmers) that has enhanced financial inclusion through transparent and expedited settlement of coffee sales proceeds hence individual farmers opportunity to access cheaper advances and with almost 100% recovery mechanism for the lenders. CPA Mukisu has provided leadership in multi-sectoral taskforces and committees, key ones being – Chairman of Derivatives Technical Advisory Committee (DTAC), member of the Coffee Subsector Reforms Standing Committee

(CSRIS) domiciled under the Presidency Office, member of the National Taskforce for Establishment of Commodities Exchanges in Kenya and Member of Commodities Exchange cluster of the Northern Corridor Integration Projects (NCIP) in East Africa.

CPA Mukisu previously worked with the Commercial Bank of Africa (CBA) as the Head of Financial Risk Management where he effectively doubled up as the CBA Group Asset Liability Management Committee (ALCO) Secretary overseeing management of a CBA Group balance sheet size of over KES 220 Billion in Total Assets. Prior to this, CPA Mukisu worked with Standard Chartered Bank in various capacities with the last role being the Deputy Regional Head, Product Control Financial Markets Africa where I gained valuable exposure to global financial markets.

He holds a Master of Economics from Nairobi University and Bachelor of Science in Agricultural Economics from Egerton University. He also holds a various certifications: Strategic Leadership Development Program from Kenya School of Government (KSG), Senior Leadership Course (KSG), Leadership Course from Free To Grow South Africa, Job Evaluation from Hay Group South Africa, Financial Derivatives Masterclass from Hundfold Global South Africa, and ISO 9001:2015 Quality Management System (QMS) training by Top Quest Consultants Ltd. He is a member of ICIFA, and an alumnus of ACI.



CPA Olive Gitau

CPA Olive Gitau is serving her first term as a Council member having been elected in 2023. She serves as the Convenor of the Member services Committee and Co-convenor Audit,

Risk and Compliance Committee. She is a member of the Devolution Sub-Committee, ad hoc HR Committee and ad hoc AGM petitions Committee. Together with other Committee members, she spearheaded the implementation of the Trainee Accountant Practical Experience Framework (TAPEF) between 2017 to 2021.

She's currently serving as the Treasurer of the Embu County Professionals Development Association (ECPDA). Previously she has served as a Board Trustee and the Chair of the Board Audit and Compliance Committee at the Banki Kuu Pension Scheme.

CPA Olive is currently the Head of Internal Audit at the Kenya Mortgage Refinance Company. She is a seasoned professional in internal audit, risk management, and public financial management. With over 20 years of experience, she has held key roles at the Central Bank of Kenya and the Kenya Revenue Authority.

CPA Olive is a published author, having co-authored a book titled "The Way She Leads: Insights and Lessons from the Lives & Experiences of Women who Lead." Her contributions extend to various professional organizations such as ISACA, IIA, and AWAK where she actively participates. Notably, she plays a pivotal role in advancing AWAK's initiatives, including webinars and conferences, leading to sustainable growth and positive feedback.

CPA Olive is a sustainability leader, having completed a Sustainable Finance programme from the University of Cambridge in 2024. She is currently pursuing a PhD in Project Management at Kenyatta University. She holds an MBA in Operations Management from the University of Nairobi and B. Com Finance from Catholic University of Eastern Africa. She has contributed to practical capacity building content on operational risk management, notably developing e-learning materials for MEFMI. Her certifications include CIA, CISA, PRINCE2®, and RCP Level III, reflecting her commitment to professional excellence.



CPA Risper Olick

CPA Risper Olick is serving her second term as a Council member having been re-elected in 2022. She serves as the Convenor of the Special Events and Welfare Sub-Committee and a CO-Convenor of the Diaspora Affairs Sub-Committee. She also serves as a member of Public Sector Sub-Committee and Audit and Risk Committee.

She is a resourceful and accomplished professional with over fifteen years work experience in financial management, administration, operations, compliance, audit and project management.

Currently she is the head of finance and administration at Healthright Kenya, an NGO. Previously she has been in practice and until December 2020, she was the Finance and Administration Manager at Amnesty International Kenya, where she worked for ten years.

She is a Doctor of Business Administration (DBA) candidate at USIU-A with a concentration in leadership and organization change.

Risper serves on the board of PSASB representing ICPAK, and part of the governance group of (International Financial Reporting for Not for Profit) IFR4NPO, a global body working on developing international financial reporting standards for NPOs.

She's passionate about good governance, ESG and mentorship of the youth.



CPA Wycliff Bichang'a

CPA Wycliff Bichang'a is a seasoned Finance and Accounting professional with over 20 years of experience in Audit, Tax, and Specialist Advisory Service. His areas of expertise include Audit and Assurance, Tax Consultancy, Corporate Finance, Business and Financial Risk Management, General and Public Administration, Policy Development, and Quality Control.

He serves as a member of the Ministerial Audit Committee in the Ministry of Labour and Social Protection, as well as a member of the Board of Directors of Stoke UK Diaspora SACCO. His scope of experience cuts across both public and private sectors. He held senior management positions at Grant Thornton Kenya and Sandstorm Africa. He is currently the Managing Partner at Cliff & Company CPAs, a mid-sized Audit and Tax Consultancy firm he helped found over 9 years ago.

He has served as an analyst on TV stations and FM stations on behalf of the institute during the annual pre-budget sessions from 2019 to 2024, and facilitated several Annual Tax Conventions and CPD Events, particularly in tax.

He is a member of Association of Certified Fraud Examiners (ACFE), Institute of Internal Auditors (IIA) and the Kenya Institute of Management (KIM).





Council effectiveness

In the dynamic landscape of organizational governance, the effectiveness of the board plays a pivotal role in shaping the trajectory of an institution. At the heart of every successful organization lies a strong and proactive board of directors, steering the course towards sustainable growth, innovation, and resilience. As we reflect on the past year's endeavors, it is imperative to recognize the profound impact of Council's effectiveness on the Institute and its stakeholders.

Fostering Accountability and Transparency

Central to the principles of good governance is the cultivation of accountability and transparency. Council holds itself and Management accountable for ICPAK's performance, financial stewardship, and adherence to ethical standards. By fostering a culture of transparency, the Council instills trust among stakeholders, laying the foundation for sustainable growth and long-term success. ICPAK's Council has upheld these principles unwaveringly, ensuring that transparency and accountability remain at the forefront of its operations.

Driving Innovation and Strategic Growth

Innovation is the pillar of progress, driving organizations to push the boundaries of conventional thinking and embrace change. A forward-thinking board serves as a catalyst for innovation, challenging the status quo and fostering a culture of creativity and exploration. Through strategic guidance and visionary leadership, the Council has propelled the Institute towards new frontiers of excellence, driving innovation in professional development, member services, and advocacy initiatives.

Promoting Diversity and Inclusion

Diversity and inclusion are not only moral imperatives but also strategic advantages in today's interconnected world. A diverse board brings together a wealth of perspectives, experiences, and expertise, enriching decision-making processes and enhancing organizational resilience. ICPAK's Council remains committed to promoting diversity and inclusion at all levels, recognizing the transformative power of inclusive leadership in driving sustainable growth and fostering a cult



ICPAK COUNCIL ELECTIONS 2024

ICPAK Elections and Their Role in Good Governance

The Institute of Certified Public Accountants of Kenya (ICPAK) conducts Council elections annually to ensure the continuity of its governing organ. The elections are governed by the Accountants Act No.15 of 2008 and the Accountants Regulations, 2022. The election process starts with a declaration of vacancies, followed by the nomination process, campaigns, voting, and the declaration of validly elected Council members at the Annual General Meeting. The relevant provisions of these legal instruments to elections are as espoused in the Fifth Schedule of the Accountants Regulations, 2022, which outlines the electoral processes and offenses in the event of a breach of the Regulations.

ICPAK elections are a fundamental pillar of the Institute's commitment to transparency, accountability, and professional excellence.

Importance of ICPAK Elections

ICPAK elections ensure that members actively participate in shaping the Institute's leadership. By electing qualified professionals, the membership entrusts the Council with the responsibility of:

- Setting strategic direction for the accounting profession in Kenya.
- Upholding professional ethics and standards in line with international best practices.
- Advocating for accountants' interests in policy and regulatory frameworks.

- Ensuring financial accountability and transparency in the Institute's operations.
- Enhancing stakeholder engagement with regulators, government agencies, and the private sector.

These elections foster good governance by promoting democratic participation, inclusivity, and merit-based leadership selection within the profession.

Composition of the ICPAK Council

As per Section 11 of the Accountants Act No. 15 of 2008, the ICPAK Council consists of eleven members, structured to ensure diverse representation:

- A Chairperson, elected in accordance with Section 7 of the Act.
- One member representing the Ministry responsible for finance.
- One member representing the Capital Markets Authority.
- One member representing the Kenya Accountants and Secretaries National Examination Board (KASNEB).
- One member appointed by the Cabinet Secretary to represent a profession other than accountancy.
- Six members elected in the manner provided in the Second Schedule of the Act.

This composition ensures a balance of professional expertise, regulatory oversight, and independent perspectives, strengthening the governance framework of the Institute.

Legal Basis for Elections

The election process is governed by the Fifth Schedule of the Accountants Regulations, 2022, which provides detailed provisions on:

- Eligibility criteria for candidates.
- Nomination procedures and requirements.
- Voting methods to ensure fairness and integrity.
- Dispute resolution mechanisms in case of electoral disputes.
- Offenses and penalties for breaches of election regulations.

These regulations safeguard the credibility of the elections by ensuring that the process is transparent, free, and fair while maintaining high governance standards in ICPAK's leadership selection.

ICPAK Elections as a Pillar of Good Governance

Good governance is at the core of ICPAK's elections. The principles of accountability, participation, and integrity guide the electoral process, ensuring that the leadership:

- Acts in the best interest of the profession and its members.
- Adheres to ethical standards and accountability measures.
- Promotes strategic and policy-driven leadership rather than personal interests.
- Encourages continuous professional development and innovation.

By participating in the elections, ICPAK members reinforce the democratic governance of the profession and contribute to the Institute's long-term success and credibility.

Candidates' Profiles

ICPAK declared vacancies in the Council in February 2024 inviting interested members to submit nomination forms to vie for three (3) positions of a Council member. The Institute received nomination papers from the following members:

A. Council Member Position

Nomination for council member position

Name	Member No.
CPA Chrispus Reuben Mbogo	7470
CPA Fredrick Ambale Mugwang'a	9672
FCPA Georgina Maria Malombe	5138
FCPA Hesbon Oyieko Omollo	4742
CPA Wycliff Muma Bichang'a	12626

Valid nominees for council elections

Name	Member No.
CPA Chrispus Reuben Mbogo	7470
FCPA Georgina Maria Malombe	5138
FCPA Hesbon Oyieko Omollo	4742
CPA Wycliff Muma Bichang'a	12626

Candidates' Profiles

The Candidates' profiles were received as requested and reviewed by the Election Scrutineers. The profiles were approved and circulated to members of the Institute.

Voting and Election Results

Voter Turnout

7,697 members turned out to vote in the Council elections out of 17,403 active members who were eligible to vote, representing 44% of eligible voters.

Election Results

The following candidates were declared duly elected and were presented as so at the 46th Annual General Meeting.

Name	Member No.
FCPA Georgina Maria Malombe	5138
FCPA Hesbon Oyieko Omollo	4749
CPA Wycliff Muma Bichang'a	12626

Election Malpractices

No election malpractices were reported during the election period.

Elections Appeals

No election appeal was filed during the election period.



COMMITTEES, BRANCHES AND CHAPTERS

Council Committees

The Accountants Act CAP 531 Section 10 provides that the Council may establish such committees as are necessary for the performance of the functions of the Institute in addition to the two independent and statutory committees that is, the Registration and Quality Assurance Committee (RQAC) and the Disciplinary Committee (DC). The Council established 7 committees and 13 sub-committees to support its oversight and governance function as follows:

Committees

1. Finance and Strategy (F&S) Committee
2. Member Services (M&S) Committee
3. Public Policy and Governance (PPG) Committee
4. Professional Standards (PS) Committee
5. Practitioners Development (PD) Committee
6. Audit, Risk, and Compliance (ARC) Committee
7. Research and Development (R&D) Committee

Sub-Committees

1. Devolution Sub-Committee
2. Legislative Affairs Sub-Committee
3. Public Finance and Tax (PFT) Sub-Committee
4. Diaspora Affairs Sub-Committee
5. College of Fellows Sub-Committee
6. Special Events & Welfare Sub-Committee
7. Youth and Student Affairs Sub-Committee

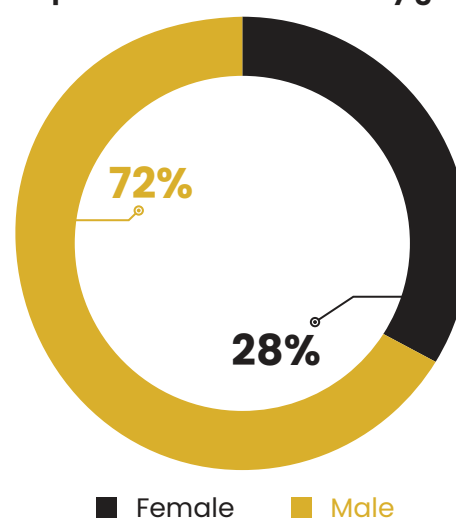
8. Public Sector Sub-Committee
9. Internal Audit Sub-Committee
10. Sustainability and Climate Change Committee
11. Golf Sub Committee
12. Human Resources and Governance Sub-Committee
13. Long-Term Strategic Plan (ad hoc)

Committee Composition

Membership to these committees is drawn from the ICPAK fraternity based on meeting the laid down criteria on application.

A brief overview of the current composition of committees by gender is as follows:

Composition of committees by gender



COUNCIL COMMITTEES ATTENDANCE

Registration and Quality Assurance Committee (RQAC)

The RQAC is one of the Statutory Committees established under section 13 of the Accountants Act No 15 of 2008. Its mandate includes receiving, considering and approving applications for registration as an Accountant and grant of Practicing Certificates and Annual Licenses in accordance with the provisions of the Act.

In addition, RQAC is responsible for implementing a quality assurance framework to monitor and enhance the standards of professional services offered by accountants and firms. This includes conducting quality reviews, ensuring compliance with relevant international standards, and advising the ICPAK Council on matters related to registration and quality assurance. The committee plays a critical role in promoting professional integrity, accountability, and continuous improvement within the accounting profession in Kenya. In 2024, the RQAC held five (5) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Dr. John Mudany, PhD	Chairman	Nov-24		3/3
FCPA Dr. James Mc Fie, PhD	Chairman	Jul-21	Jul-24	2/2
CPA Haron Koimur	Member	Nov-24		5/5
CPA Erasto M Ng'ang'a	Member	Nov-24		5/5
CPA Dr. Mercy Ongonge, PhD	Member	Nov-24		5/5
CPA Stanley Mugo Mwangi	Member	Nov-24		3/3
CPA Christine Ngele Mwaka	Member	Nov-24		3/3
Fred Edward Otieno Ambala	Member	Nov-24		3/3

Disciplinary Committee

The Disciplinary Committee is one of the statutory committees established under Section 31 of the Accountants Act. It is mandated to inquire into the professional conduct of members of the Institute as referred by the Council. The Committee comprises five (5) members. In 2024, the Disciplinary Committee held one (1) meeting with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
CPA Peter Anchinga	Chairman	Feb-23		1/1
FCPA Francis Kithuka	Member	Feb-23		1/1
Mr. Christopher Mwangi	Member	Feb-23		1/1
CPA Mary Mukami Njehu	Member	Nov-24		1/1
CPA Sylvester Namagwa	Member	Nov-24		1/1

Finance & Strategy Committee

The Committee oversees strategy implementation on behalf of the Council, reviews operations and administration, and makes recommendations regarding policies and reviewing of financial performance including the Institute's budget. The scope include reviewing the financial reports(- financial statements, management accounts and ratio analysis), debt management and management of investments. In 2024 the Finance and Strategy Committee held seven (7) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Prof. Nicholas Letting'	Convenor	Oct-23		7/7
CPA Matthew Mukisu	Co-Convenor	Jun-22		6/7
FCPA Anne Wangeci	Member	Oct-23	Jun-24	4/4
CPA Wycliff Bichang'a	Member	Jun-24		3/3
CPA Timothy Kambuni	Member	Jun-21		7/7
CPA Mulwa Felix	Member	Jun-21		7/7
CPA Osman Hassan	Member	Oct-23		7/7
CPA Freda Mitambo	Member	Oct-23		6/7
CPA Fredrick Odero	Member	Jun-19		7/7
CPA Dr. Solomon Ngahu	Member	Oct-23		6/7
CPA Njeru Jacob	Member	Oct-23		7/7
CPA Gakima Gerald	Member	Jun-21		6/7
CPA Rosemary Nyokabi	Member	Oct-23		6/7
CPA Catherine Theuri	Member	Oct-23		7/7
CPA Anne Komira	Member	Oct-23		7/7
CPA Abdalla Abdi	Member	Oct-23		6/7
CPA Newton Kihara	Member	Aug-17		7/7
CPA Nancy Muchai	Member	Oct-23		6/7
CPA Emmanuel Odero	Member	Oct-23		7/7
CPA William Komo	Member	Oct-23		5/7
CPA Rebecca Moraa	Member	Oct-23		7/7

Member Services Committee

The Committee is charged with professional member development, membership growth, retention and coordination of quality service provision and value addition to members. In 2024 the Member Services Committee held four (4) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Anne Wangeci	Convenor	Oct-23	June-24	2/2
CPA Olive Gitau	Convenor	Oct-23		4/4
CPA Wycliff Bichang'a	Co-Convenor	Jun-24		1/2
CPA Jona Wala	Member	Oct-23		4/4
CPA Wanjala Makokha	Member	Oct-23		4/4
CPA Antony Opondo	Member	Oct-23		3/4
CPA Grace Ndung'u	Member	Oct-23		3/4

CPA Achayo Adhiambo	Member	Oct-23	4/4
CPA John Wang'a	Member	Oct-23	4/4
CPA Daniel Etyang	Member	Oct-23	4/4
CPA Jonathan M. Langi	Member	Oct-23	3/4
CPA Collins Ongeru	Member	Oct-23	4/4
CPA Diminah Chikamai	Member	Oct-23	4/4
CPA Joseph Njoroge	Member	Oct-23	3/4
CPA Isabel Juma	Member	Oct-23	3/4
CPA John Kwambai	Member	Oct-23	2/4
CPA Hottensiah Kaniu	Member	Oct-23	4/4
CPA Gladys Masai	Member	Oct-23	4/4
CPA Christine Murugi Nthiga	Member	Oct-23	4/4
CPA Hussein Hassan Ali	Member	Oct-23	2/4
CPA Joseph Ooko Marembo	Member	Oct-23	3/4
CPA Isoka Josephine Khangasi	Member	Oct-23	3/4
CPA Joshua Aura	Member	Oct-23	1/4
CPA Dr. John Kangaru Kinyua	Member	Oct-23	3/4
CPA Fredrick Tuloyi	Member	Oct-23	1/4
CPA Eric Gachoki Murage	Member	Oct-23	3/4
CPA Newton Kiplagat Kipkoskei	Member	Oct-23	2/4

Youth and Student Affairs Committee

This is a sub-committee of Member Services Committee. In 2024 the Sub-Committee held four (4) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
CPA Douglas Muhati	Convenor	Oct-23		4/4
CPA Limo Vincent Kipkorir	Co-Convenor	Oct-23		3/4
CPA Mati Michael Kimanzi	Member	Oct-23		4/4
CPA Owino Judith Akinyi	Member	Oct-23		4/4
CPA Bosire Jared Getange	Member	Oct-23		4/4
CPA Emmanuel Kitche	Member	Oct-23		4/4
CPA Nunda Julius Oyondi	Member	Oct-23		4/4
CPA Daisy Chepkirui	Member	Oct-23		2/4
CPA Jackson Bebewa	Member	Oct-23		3/4
CPA Rashid Mbarak	Member	Oct-23		4/4
CPA Geoffrey Nyaribo	Member	Oct-23		4/4
CPA Isayah Mundawilloh	Member	Oct-23		4/4
CPA Thomas Ndichu	Member	Oct-23		4/4
CPA Erick Mbogo	Member	Oct-23		3/4
CPA Collins Akeyo	Member	Oct-23		4/4

CPA Carolyne Namarome	Member	Oct-23	4/4
CPA Hellen Anaya	Member	Oct-23	3/4
CPA James Mwangi Resa	Member	Oct-23	4/4
CPA Robert Sivi	Member	Oct-23	2/4
CPA Mulei Meshack Mutinda	Member	Oct-23	4/4
CPA Simon Mwangi Maina	Member	Oct-23	4/4
CPA Kore Kimutai Nelson	Member	Oct-23	4/4

Special Events Sub-Committee

This is a sub-committee of Member Services Committee. In 2024, the Special Events Sub-Committee held five (5) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
CPA Risper Olick	Convenor	Oct-23		5/5
CPA Prof. Elizabeth Kalunda	Co-Convener	Jun-21		5/5
CPA Matthew Mukisu	Co-Convenor	Aug-22		5/5
CPA Catherine Nyangau	Member	Oct-23		4/5
CPA Anthony Njiru	Member	Oct-23		5/5
CPA Beatrice Namerian	Member	Jun-21		5/5
CPA Caroline Chepkemoi	Member	Oct-23		5/5
CPA Caroline Githua	Member	Oct-23		5/5
CPA Daniel Rotich	Member	Jun-21		5/5
CPA Gilisho Sankale	Member	Oct-23		5/5
CPA Grace Jepkoge	Member	Oct-23		5/5
CPA Julia Ohore	Member	Oct-23		5/5
CPA Lily Chepkurui	Member	Oct-23		5/5
CPA Margaret Gituto	Member	Oct-23		5/5
CPA Mary Mwaki	Member	Oct-23		5/5
CPA Maureen Mbiti	Member	Oct-23		4/5
CPA Nelson Jalango	Member	Oct-23		5/5
CPA Nicholas Mumo	Member	Oct-23		5/5
CPA Selline Oguna	Member	Oct-23		4/5
CPA Susan Jerabek	Member	Jun-21		5/5
CPA Tuye Golbu	Member	Oct-23		5/5
CPA Valentine Wambua	Member	Oct-23		5/5
CPA Yusuf Wambugu	Member	Oct-23		5/5

Public Sector Accountants Sub-Committee

This is a sub-committee of the Member Services Committee. In 2024 the Public Sector Accountants Sub-Committee held four (4) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
CPA Jona Wala	Convener	Oct-23		4/4
FCPA Prof. Nicholas Letting'	Co-convener	Oct-23		4/4
CPA Risper Olick	Member	Oct-23		4/4
CPA Jackline Nekesa	Member	Oct-23		4/4
CPA Kennedy Ochieng	Member	Oct-23		4/4
CPA Righa Daniel Mwakio	Member	Oct-23		4/4
CPA Isaac Kipkemboi	Member	Oct-23		4/4
CPA Chrispus Mbogo	Member	Oct-23		4/4
CPA Florence Biryra	Member	Oct-23		4/4
CPA Dennis Wamalwa	Member	Oct-23		4/4
CPA Mohammed Ibrahim	Member	Oct-23		4/4
CPA Wycliffe Wang'a	Member	Oct-23		4/4
CPA Ibrahim Jubat	Member	Oct-23		3/4
CPA David Mbithi	Member	Oct-23		4/4
CPA Victoria Ngethe	Member	Oct-23		4/4
CPA Florah Muthaura	Member	Oct-23		4/4
CPA Martin Njeri	Member	Oct-23		4/4
CPA Zachary Gitau	Member	Oct-23		1/4
CPA Paul Maher	Member	Oct-23		4/4
CPA Namagwa Sylvester	Member	Oct-23		4/4
CPA Felix Ongendo	Member	Oct-23		3/4
CPA Kennedy Kisoi	Member	Oct-23		2/4
CPA Joseph Ndung'u	Member	Oct-23		4/4
CPA Albert Omare	Member	Oct-23		3/4
CPA Justus Mwanthi	Member	Oct-23		2/4
CPA Abdiwahid Sheikh	Member	Oct-23		3/4

Public Policy and Governance Committee

The Committee supports implementation of the Institute's public interest role including advisory to the National Treasury and promoting prudent public financial management and accountability in Kenya. In 2024, the Public Policy and Governance Committee held five (5) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
CPA Philip Kakai	Convenor	Jul-22		5/5
CPA Prof Elizabeth Kalunda	Co-Convenor	Oct-23		5/5
FCPA Hon. Thomas Mwadeghu	Member	Jun-21		5/5
FCPA Andrew Tanui	Member	Jun-14		5/5
FCPA Evans Moturi	Member	Jun-21		5/5
FCPA Hesbon Omollo	Member	Oct-23		5/5
FCPA Reuben Korir	Member	Jun-19		5/5
FCPA Robert Waruiru	Member	Jun-21		5/5

FCPA Rose Osoro	Member	Jun-21		3/5
FCPA Sophie Moturi	Member	Oct-23		4/5
FCPA Stephen Masha	Member	Oct-23		5/5
FCPA Wycliffe Kibisu	Member	Oct-23		3/5
CPA Charles Tunga	Member	Oct-23		5/5
CPA Catherine Wairi	Member	Oct-23		5/5
CPA Evanson Waruhiu	Member	Oct-23		5/5
CPA Francis Langat	Member	Oct-23		3/5
CPA Hussein Jimale	Member	Jun-22		2/5
CPA Costantine Mwikamba	Member	Oct-23		5/5
CPA Reuben Orwaru	Member	Jun-19		5/5
CPA Sandeep Main	Member	Oct-23		3/5
CPA Wilson Wambia	Member	Oct-23		4/5
CPA Benedict Omollo	Member	Oct-23		5/5
CPA Esther Wamalwa	Member	Oct-23		5/5
CPA Eric Omondi	Member	Oct-23		5/5
CPA Idris Abdi	Member	Oct-23		5/5

Devolution Sub Committee

This is a sub-committee of Public Policy and Governance Committee. In 2024, the Devolution Sub-Committee held five (5) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Hesbon Omollo	Convenor	Oct-23		5/5
FCPA Georgina Malombe	Co-Convenor	Oct-23		5/5
CPA Olive Gitau	Member	Oct-23		5/5
CPA Alice Kombo	Member	May-22		2/5
CPA Bashir Garane	Member	Mar-23		5/5
CPA Collins Adipo	Member	Oct-23		4/5
CPA Cornelius Ngetich	Member	Feb-22		4/5
CPA CS William koech	Member	Oct-23		5/5
FCPA Dalton Mwangogho	Member	Feb-21		4/5
CPA Faith Kilako	Member	Oct-23		4/5
CPA Geoffrey Makori	Member	Oct-23		5/5
CPA George Amimoh	Member	Oct-23		5/5
CPA George Mburu	Member	Oct-23		5/5
CPA John Okumu	Member	Oct-23		5/5
CPA Kenneth Owuoth	Member	Oct-23		5/5
CPA Peter Kitur	Member	Oct-23		5/5
CPA Peter Mukoya	Member	Apr-22		3/5
CPA Sarah Chumba	Member	Apr-22		3/5
CPA Stephen Mwanja	Member	Apr-22		5/5
CPA Tom Ojwando	Member	Oct-23		4/5

CPA Wilson Karumba	Member	Oct-23		5/5
CPA Sylvester Muoka	Member	Oct-23		4/5
CPA Virginia Kawira Miriti	Member	Oct-23		1/5
CPA Dickson Njiru	Member	Oct-23		4/5
CPA Sylvester Mwangagi	Member	Oct-23		1/5
CPA Leornard Kibet	Member	Oct-23		3/5
CPA Diminah Chikamai	Member	Oct-23		3/5
CPA David Okumu	Member	Oct-23		3/5
FCPA Farheen Khandwalla	Member	Oct-23		3/5

Legislative Affairs Sub-Committee

The Sub-Committee is a Sub-Committee of Public Policy and Governance Committee. In 2024, the Legislative Affairs Sub-Committee held seven (7) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Andrew Tanui	Convenor	Jun-14		7/7
FCPA Andrew Rori	Co-Convenor	Oct-23		7/7
Advoc. Marion Wanjiku	Member	Jun-21		3/7
CPA Andrew Bulemi	Member	Oct-23		7/7
CPA Celestine Busieka	Member	Oct-23		7/7
CPA Christine Mweu	Member	Oct-23		7/7
CPA Dennis Kyalo	Member	Oct-23		6/7
CPA Dennis Nyamweya	Member	Jun-21		2/7
CPA Dominic Ooko	Member	Jun-21		7/7
CPA Mohamed Abdi	Member	Oct-23		6/7
CPA Ernest Muriu	Member	Oct-23		7/7
CPA Felix Nasubo	Member	Oct-23		7/7
CPA George Guda	Member	Jun-21		4/7
CPA Japheth Kamao	Member	Oct-23		7/7
CPA John Omanwa	Member	Jun-19		7/7
CPA Joshua Kamwere	Member	Oct-23		7/7
CPA Ken Nyamolo	Member	Jun-19		3/7
CPA Kennedy Mutisya	Member	Oct-23		7/7
CPA Margaret Odinyo	Member	Oct-23		6/7
CPA Mary Njoroge	Member	Oct-23		7/7
CPA Onesmus Ochiel	Member	Oct-23		7/7
CPA Robert Kamwara	Member	Jun-21		5/7
CPA Timothy Ndikwe	Member	Oct-23		6/7
CPA Victor Ogutu	Member	Oct-23		7/7

Public Finance and Tax Sub-Committee

This Sub-Committee is under the Public Policy and Governance Committee. In 2024, the Public Finance and Tax Sub-Committee held nine (9) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Robert Waruiru	Convenor	Jun-21		9/9
FCPA Edna Gitachu	Co-convenor	Jun-21		5/9
FCPA Christine Kahema	Member	Jun-19		8/9
FCPA Erastus Kwaka	Member	Jun-15		9/9
CPA Robert Mabeya	Member	Jun-21		5/9
CPA Jemimah Mugo	Member	Jun-17		5/9
CPA Caleb Mokaya	Member	Jun-19		8/9
FCPA Maurice Oray	Member	Jun-13		7/9
CPA Samuel Mwaura	Member	Jun-19		9/9
CPA Fred Kimotho	Member	Jun-21		6/9
FCPA Gerald Githuku	Member	Jun-17		7/9
CPA Dennis Mutitu	Member	Oct-23		9/9
CPA Hadija Nannyomo	Member	Oct23		9/9
CPA James Kimani	Member	Oct-23		4/9
CPA Robert Maina	Member	Oct-23		8/9

Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee plays an oversight role in various functions including the internal controls and compliance with policies and procedures. In addition, the Committee continuously evaluates and ensures that adequate risk management strategies are implemented. In 2024, the Audit, Risk and Compliance Committee held five (5) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Jona Wala	Convenor	Jun-22		5/5
CPA Olive Gitau	Co-Convenor	Oct-23		5/5
CPA Ronald Wanyama	Member	Oct-23		4/5
CPA Risper Olick	Member	Oct-23		4/5
CPA Abraham Kiptum	Member	Oct-23		5/5
CPA David Kingoo	Member	Oct-23		5/5
CPA Dorothy Chepkoech	Member	Oct-23		4/5
CPA Eric Audi	Member	Oct-23		5/5
CPA Henry Sang	Member	Oct-23		5/5
CPA Jacinta Masila	Member	Oct-23		4/5
CPA James Tama	Member	Oct-23		5/5
FCPA Jane Muthaura	Member	Oct-23		4/5
CPA Kipkemoi Cheruiyot	Member	Oct-23		5/5
CPA Stephen Kioni	Member	Oct-23		4/5

CPA Stephen Kiso	Member	Oct-23		4/5
CPA Stephen Obock	Member	Oct-23		5/5
CPA Victor Majani	Member	Oct-23		5/5
CPA Samson Kimilu	Member	Oct-23		1/5

Professional Standards Committee

The committee coordinates the Institute's contribution to the development of accountancy regulations. These are the contributions that have an impact on accounting standards and affects the conduct of auditing and assurance services in Kenya. In addition, the committee oversees the development of technical guideline, templates, and frameworks on application of professional accounting and auditing standards adopted by the Council. In 2024, the Professional Standards Committee held seven (7) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Michael Mugasa	Convenor	Aug-21		6/7
CPA Matthew Mukisu	Co-Convenor	Oct-23		4/7
FCPA Asif Chaundry	Member	Aug-21		7/7
FCPA Dr. Geoffrey Injeni	Member	Aug-21		3/7
FCPA Prof. Winnie Nyamute	Member	Oct-23		4/7
FCPA Simon Fisher	Member	Aug-21		6/7
FCPA Alexander Mbai	Member	Aug-21		3/7
CPA Dominic Maina	Member	Oct-23		4/7
CPA Georgina Muchai	Member	Aug-21		2/7
CPA Joseph Kariuki	Member	Aug-21		5/7
CPA Joseph Ngunju	Member	Oct-23		5/7
CPA Nicholas Kathiri	Member	Oct-23		3/7
CPA Pauline Lusweti	Member	Aug-21		6/7
FCPA Sylvester Kiini	Member	Aug-21		4/7
CPA Fred Okwiri	Member	Oct-23		4/7
CPA Nahashon Mathenge	Member	Oct-23		3/7

Practitioners Development Committee

The Committee coordinates the contribution of practitioners in the accounting profession and provide guidelines for consideration by Council on different issues affecting members in practice. In 2024, the Practitioners Development Committee held four (4) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Georgina Malombe	Convenor	Oct-23		4/4
FCPA Hesbon Omollo	Co-Convenor	Oct-23		4/4
CPA Wycliff Bichang'a	Member	Jun-24		3/3
FCPA Farheen Khandwalla	Member	Oct-23		4/4
FCPA Reuben Gitahi	Member	Oct-23		3/4

FCPA Said Abeid	Member	Oct-23		3/4
CPA Christine Sabwa	Member	Oct-23		3/4
CPA Joseph Langat	Member	Oct-23		4/4
CPA Noah Ndakala	Member	Oct-23		3/4
CPA Leah Ng'ang'a	Member	Oct-23		3/4
CPA Onesmus Wanjawa	Member	Oct-23		4/4
CPA Peninah Mutuku	Member	Oct-23		4/4
CPA Phillip Wuantai	Member	Oct-23		3/4
CPA Samson Obwanga	Member	Oct-23		4/4
CPA Samuel Oyombra	Member	Oct-23		4/4
CPA Paul Njuguna	Member	Oct-23		2/4
CPA Fredrick Ambale	Member	Oct-23		4/4

Internal Auditors Sub-Committee

This is a sub-committee of Public Practitioners Development Committee. In 2024, the Internal Auditors Sub-Committee held four (4) meeting with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
CPA Lilian W. Mwangi	Convenor	Oct-23		4/4
CPA Irene Ng'ong'a	Co-Convenor	Oct-23		4/4
CPA Rajan Jignesh Jitendra	Member	Oct-23		2/4
CPA Abdullahi Ahmed	Member	Oct-23		3/4
CPA Bernard Lakhoma	Member	Oct-23		4/4
CPA Brian Kadiri	Member	Oct-23		4/4
CPA Charles Kyengo	Member	Oct-23		4/4
CPA Chrispinus Wamoyi	Member	Oct-23		4/4
CPA David Fundia	Member	Oct-23		3/4
CPA Edith Mohat	Member	Oct-23		4/4
CPA Francis Kitonyi	Member	Oct-23		4/4
CPA Gordon Olima	Member	Oct-23		3/4
CPA Maggy Munyasya	Member	Oct-23		4/4
CPA Nyamawi Mwatela	Member	Oct-23		2/4
CPA Simeon Mochere	Member	Oct-23		4/4
CPA John Kisako Matuti	Member	Oct-23		2/4
CPA Raphael Onyango	Member	Oct-23		3/4
CPA Godfrey Dienya	Member	Oct-23		1/4
CPA Ngila Kavoi	Member	Oct-23		3/4

Research & Development Committee

The mandate of the Committee is to support the Institute to fulfil its oversight responsibility of promoting research in the subject of Accountancy and Finance as stipulated in the Accountants Act. In 2024, the Research & Development Committee held five (5) meetings with attendance as shown below:

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
CPA Prof. Elizabeth Kalunda	Convenor	Oct-23		5/5
FCPA Prof. Nicholas Letting	Convenor	Jun-22		4/5
CPA Prof. Daniel Tarus	Member	Oct-23		5/5
CPA Prof. David Ndung'u	Member	Oct-23		4/5
CPA Dr Alex Kamau	Member	Oct-23		5/5
CPA Dr Amos Washika	Member	Oct-23		4/5
CPA Dr Benard Muli	Member	Oct-23		4/5
CPA Dr Emily Ondari	Member	Oct-23		5/5
CPA Dr Fred Sporta	Member	Jun-19		5/5
CPA Dr Fredrick Ouma	Member	Oct-23		5/5
CPA Dr Gladys Byegon	Member	Oct-23		5/5
CPA Dr Jackson Oyaro	Member	Oct-23		5/5
CPA Dr Jackson Waweru	Member	Jun-19		4/5
CPA Dr Joel Tuwey	Member	Oct-23		5/5
CPA Dr Naibei Isaac	Member	Oct-23		5/5
CPA Dr Sammy Kimunguyi	Member	Oct-23		5/5
CPA Dr Zipporah Obonyo	Member	Jun-21		5/5
CPA Caroline Muthoni	Member	Jun-21		5/4
CPA Christopher Githinji	Member	Jun-21		4/5
CPA Eric Rutto	Member	Jun-21		5/5
CPA Mercy Ikunyua	Member	Oct-23		5/5

HR & Governance Committee

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
CPA Prof. Elizabeth Kalunda	Convener	Oct-23		6/6
FCPA Anne Wangeci	Co-convener	Oct-23	Jun-24	4/4
CPA Matthew Mukisu	Member	Oct-23		6/6
CPA Risper Olick	Member	Oct-23		6/6
CPA Olive Gitau	Member	Oct-23		6/6
CPA Wycliff Bichang'a	Member	Jun-24		2/2

Golf Steering Sub Committee

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
CPA Caxton Kinuthia	Convenor	Oct-23		4/4
CPA Michael Nyangi	Member	Oct-23		4/4
CPA Joseph Nzou	Member	Oct-23		4/4
CPA Peris Kahure	Member	Oct-23		3/4
CPA Gerald Gakima	Member	Oct-23		4/4

FCPA George Mokuu	Member	Oct-23		3/4
CPA Yobesh Oyaro	Member	Oct-2		4/4
CPA Kennedy Kiso	Member	Oct-23		3/4
FCPA Dr Margaret Nyakang'o CBS	Member	Oct-23		4/4
CPA Joe Sang	Member	Oct-23		1/4

Long Term Strategic Plan Ad Hoc Committee

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Georgina Malombe	Convenor	Oct-23		6/6
FCPA Hesbon Omollo	Co-Convenor	Oct-23		6/6
FCPA Prof Nicholas Letting'	Member	Oct-23		5/6
CPA Jona Wala	Member	Oct-23		6/6

Ad Hoc AGM Petitions Committee

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Georgina Malombe	Convener	Oct-23		3/3
FCPA Anne Wangeci	Member	Oct-23	Jun-24	3/3
CPA Olive Gitau	Member	Oct-23		3/3

College of Fellows Sub-Committee

Committee Member	Role	When joined	When Retired	Meeting Attendance 2024
FCPA Patrick Mtange	Convenor	Oct-23		4/4
FCPA Charity Muya	Co-Convenor	Oct-23		3/4
FCPA Georgina Malombe	Member	Oct-23		4/4
FCPA Nguru Wachira	Member	Oct-23		4/4
FCPA Dr. Rosemary Gituma	Member	Oct-23		4/4
FCPA Hesbon Omollo	Member	Oct-23		4/4
FCPA Steve Lualia	Member	Oct-23		4/4
FCPA Prof. Nicholas Letting'	Member	Oct-23		4/4
FCPA Julius Mwat	Member	Oct-23		3/4
FCPA George Mokuu	Member	Oct-23		4/4
FCPA Michael Mugasa	Member	Oct-23		2/4
FCPA Mike Mbaya	Member	Oct-23		4/4
FCPA Dr. John Mudany	Member	Oct-23		4/4
FCPA Rose Mwaura	Member	Oct-23		3/4
FCPA Aboo Abdulwahid Haji	Member	Oct-23		4/4
FCPA Ndungu Gathinji	Member	Oct-23		2/4



ICPAK BRANCHES AND CHAPTERS

The Institute has established nine branches across the country to assist in coordinating the affairs of the Institute and ensure seamless cascading of services from headquarters to branch levels while maintaining a similar high standard of service. The branches ensure members in the periphery of the headquarters are provided with customized service depending on specific need suited for their

locality. Moreover, the branch network provides platforms to develop local leadership, enhance member networking, experience sharing, mentorship and generation of ideas among professional accountants.

The following table provides a list of branch leaders in service in the year 2024:

Branch	Position	Name
Coast	Chairperson	CPA Farheen Khandwalla, 4604
	Vice-Chairperson	CPA Jackson Bebewa, 13433
	Secretary & CPD Convener	CPA Emmaline Katana, 17327
	Gender Representative	CPA Asenath Mboe, 11881
	Youth Representative	CPA Francis Amani Charo, 30557
	Mombasa County Representative	CPA Andrew Mbusu, 12414
	Kwale County Representative	CPA Ramadhan Ndegwa, 22597
	Kilifi County Representative	CPA Mbarak Hashim, 10730
	Lamu County Representative	CPA Said Salim, 21625
	Taita Taveta County Representative	CPA Peter Kisombe, 10342
Tana River County Representative	CPA Asha Saidi Ajuu, 21616	
Western	Chairperson	CPA Diminah Chikamai, 14473
	Vice-Chairperson	CPA Dauglas Likhaya Muhati, 22524
	Secretary & CPD Convener	CPA Nasubo Felix Okello, 11353
	Gender Representative	CPA Veronica Kwoba, 24669
	Youth Representative	CPA Opili Judith Among'in, 27727
	Busia County Representative	CPA Kevin Omondo Otieno 21631
	Kakamega County Representative	CPA Musawa Koksi, 24341
	Bungoma County Representative	CPA Sande Robert Ojiambo, 18981
Vihiga County Representative	CPA Resa James Mwangu, 22779	
Nyanza	Chairperson	CPA David Okumu, 8170
	Vice-Chairperson	CPA Julia Akinyi Ohore, 13973
	Secretary & CPD Convener	CPA Okinyi Eston Otieno, 14381
	Gender Representative	CPA Otieno Monicah Akinyi, 13764
	Youth Representative	CPA Austin Mwaloh, 18914
	Kisumu County Representative	CPA Godfrey Dienya, 11976
	Homa Bay County Representative	CPA Oloo Marvin Wendo, 28223
	Nyamira County Representative	CPA Ratemo Samuel Nyatangi, 14966
	Siaya County Representative	CPA Isaiah Adipo, 10534
	Migori County Representative	CPA Mary Koko, 15724
	Kisii County Representative	CPA Felix Ogendo, 11782

North Rift	Chairperson	CPA Leonard Kibet, 8738
	Vice chairperson	CPA Ben Kipngetch Samoei, 7957
	Secretary & CPD Convener	CPA Nelson Kimutai Kore, 20131
	Youth Rep	CPA Elijah Yego, 22200
	Gender Rep	CPA Chelagat Carolyne, 27743
	Elgeyo Marakwet County Rep	CPA Yego Hillary Kipng'eno, 15358
	Nandi County Rep	CPA Too Collins Kipngetch, 22623
	Uasin-Gishu Rep	CPA Vincent Limo, 20890
	Trans-Nzoia County Rep	CPA Wepukhulu Andrew Wekesa, 23877
	West-Pokot County Rep	CPA Lokong Geoffrey Kibet, 27397
Central Rift	Chairperson	CPA Peter Kibet Kitur, 22793
	Vice-Chairperson	CPA Odiga Jan Amondi (11892)
	Secretary & CPD Convener	CPA Karanja Muturi, 6436
	Gender Representative	CPA Eunice Wangari Ngatia, 8443
	Youth Representative	CPA Timothy Kimotho, 28974
	Laikipia County Convener	CPA Dennis Brian Gichuru, 16136
	Nyandarua County Convener	CPA Margaret Wangari Gachomo, 14009
	Nakuru County Convener	CPA Rotich Grace Jepkoge, 12115
	Baringo County Convener	CPA Too Shadrack Kipchirchir, 13305
Samburu County Convener	CPA Leadise Jacob Lerunde (14438)	
Mt. Kenya	Chairperson	CPA Wilson Murebu Karumba, 11313
	Vice Chairperson	CPA Gachoki Eric Murage, 14782
	Branch Secretary & CPD Convener	CPA Simon Mwangi Maina, 11634
	Branch Gender Representative	CPA Caroline Githua, 16846
	Branch Youth Representative	CPA Mutitu Dennis Maina 21352
	Nyeri County Convener	CPA Priscillah Nyaguthii Aboge, 25315
	Meru County Representative	CPA William Machoki Mwenda, 19584
	Embu County Convener	CPA George kimathi Mukira, 18265
	Tharaka Nithi County Convener	CPA Manene Emily Kanyua, 21452
	Muranga County Convener	CPA Paul Njuguna, 8753
	Kiambu County Convener	CPA David Mwangi Kiwara , 14184
Kirinyaga County Convener	CPA Zachary Munyi, 26010	
South Rift	Chairperson	CPA Cornelius Kipkemoi, 9015
	Vice-Chairperson	CPA Kipkemoi Cheruiyot, 28924
	Secretary & CPD Convener	CPA Carolyne Chepkemoi, 15571
	Gender Representative	CPA Gladys Masai Mueni 9127
	Youth Representative	CPA Langat Brian Kipkoech, 31461

	Kericho County Representative	CPA Dorothy Chepng'etich Koech, 19765
	Bomet County Representative	CPA Cherotich Winny, 24950
	Narok County Representative	CPA Alfred Gilisho Sankale, 26226
Eastern	Chairperson	CPA Sylvester Muoka Mutie, 8057
	Vice-Chairperson	CPA Mulwa Felix Vunga, 13900
	Secretary & CPD Convener	CPA Keziah Mbinya Nzeki, 10681
	Gender Representative	CPA Esther Ndolo Wayua, 16646
	Youth Representative	CPA Mati Michael Kimanzi, 24807
	Kitui County Representative	CPA Robert Katuku Sivi, 8486
	Machakos County Representative	CPA Muendo Benjamin Iseu, 9880
	Makueni County Representative	CPA Kisavi Kelvin Mutuku, 16779
Northern	Chairperson	CPA Bashir Mohamed Garane, 20870
	Vice-Chairperson	CPA Mohamed Osman Ibrahim, 12014
	Secretary & CPD Convener	CPA Musa Mohamud Mohammad (14036)
	Youth Representative	CPA Abdi Mahat Bishar, 30126
	Gender Representative	CPA Sahara Kunow Yussuf, 5720
	Wajir County Representative	CPA Abdullahi Mohamud Unshur, 23965
	Garissa County Representative	CPA Gurhan Ismail Mohamud, 23636
	Mandera County Representative	CPA Issack Hussein Edin, 21094
	Marsabit County Representative	CPA Khobes Simon Sibilet, 13088
	Isiolo County Representative	CPA Kala Adan Yussuf, 24658





ICPAK CHAPTERS

In line with its Vision of becoming a world class professional accountancy body and in undertaking its Mission of developing and promoting internationally recognized accountancy profession that upholds public interest through effective regulation, research and innovation, the Institute has pursued a drive to create linkages with like-minded Institutes in the region, at the continental level and globally. The collaborations have been for the benefit of broadening the service-base to members plying their trade in jurisdictions outside Kenya as well as establishing a framework for global recognition of the Kenyan accounting profession and professionals.

To support this initiative further, the Institute established the International Chapters to facili-

tate its members in the diaspora with a professional network. The Chapters help bring the members together to share updates and opportunities for professional growth, network amongst themselves, mentor and support each other, the communities in their network and general ICPAK members intending to relocate to the respective jurisdictions. Moreover, the Chapters enhance the institute's brand and presence in the global arena, help pursue Mutual Recognition of ICPAK with other Professional Accounting Organizations in members' interest as well as support the Institute by sharing contacts, knowledge, international experience and skills.

In this regard, the Institute has established the following Chapters:



SOUTH AFRICA CHAPTER

Chapter Leadership in the year comprised of the following:

CPA Suprian Kamotho	- Chairperson
FCPA Patrick Kabuya	- Founding Chairman
CPA Christine Syamah	- Secretary
CPA Peter Kihuyu Kimingi	- Board Member
FCPA Edward Okaro	- Board Member
CPA Paul Ikopit	- Board Member



AMERICAS CHAPTER

Chapter Leadership in the year comprised of the following:

CPA Samuel Kiragu	- Chairman
CPA Irene Gichinga	- Vice Chairman
CPA Joel Mwaura	- Secretary & CPD Convener
CPA Geoffrey Mutua	- Cayman Islands Rep.
CPA Priscilla Ogamba	- Bermuda Rep.
CPA Dennis Allora	- Canada Rep.
CPA Dr. Nancy Onyango	- Board Member

UNITED KINGDOM (UK) CHAPTER

Interim Chapter Leadership in the year comprised of the following:

CPA Paul Mutangili
CPA George Owuoché



AUSTRALIA CHAPTER

Interim Chapter Leadership in the year comprised of the following:

CPA Dr. Casty Nyaga	- Chairperson
CPA Stephen Kuria	- Member



CPA CENTRE



THE SECRETARIAT

The ICPAK Secretariat is the operational backbone of the Institute, responsible for implementing the strategy comprising skilled professionals, the team is guided by ICPAK's core values; Credibility, Professionalism, and Accountability.

Culture and Diversity

ICPAK fosters a culture rooted in professionalism, integrity, and excellence. With over 90 employees the Institute ensures a work environment that prioritizes diversity, staff development, employer branding, employee well-being, and sustainability. Work-life balance, growth opportunities, health and safety, recognition, and employee engagement are integral to maintaining a positive workplace culture.



Employee Surveys

ICPAK leverages staff surveys to assess job satisfaction, Employee engagement and leadership effectiveness. Insights from these surveys, including exit surveys, help enhance workplace satisfaction, productivity, and retention, fostering transparency, trust, and continuous improvement.

Learning and Development

ICPAK promotes lifelong learning through self-learning portals, online course and in class courses, equipping employees with future-ready skills. Key focus areas include:

- a. Digital literacy
- b. Analytical and critical thinking
- c. Self-management
- d. Emotional intelligence
- e. Transformative leadership



Talent Development

ICPAK prioritizes talent development to enhance competitiveness, employee satisfaction, and long-term success. Training programs focus on technical, leadership, and soft skills. Talent goals are integrated into performance management, ensuring continuous evaluation. The Institute also has a recognition program, rewarding employee achievements through promotions, bonuses, and special acknowledgments.

Looking Forward

ICPAK has outlined four strategic priorities to enhance employee engagement and career growth:

- a. Foster a high-performance culture.
- b. Enhance diversity, equity, and inclusion.
- c. Strengthen the employee value proposition.
- d. Drive innovation and collaborative problem-solving.



People and Human Rights at ICPAK

At ICPAK, we are committed to upholding human rights, fostering inclusivity, and ensuring the well-being of our employees and the communities we serve. As a professional body, we recognize that respecting and protecting human rights is fundamental to our organizational integrity, ethical leadership, and sustainable growth.



Health, Safety, and Employee Well-Being

ICPAK upholds a zero-harm culture, ensuring that our work environment is safe, supportive, and conducive for all staff and stakeholders. Our proactive approach to health and safety includes:

- Strict adherence to occupational health and safety standards to prevent workplace incidents.
- Implementation of employee wellness programs, including mental health support, work-life balance initiatives, and medical benefits.
- Ongoing safety training and awareness programs to equip staff with the knowledge to mitigate risks.

Commitment to Diversity, Equity, and Inclusion

At ICPAK, we celebrate diversity and inclusivity, ensuring equal opportunities for all employees regardless of gender, age, or background. Our workplace policies are designed to:

- Promote fair treatment and equal representation across all levels of the Institute.
- Uphold ethical labor practices, ensuring

compliance with national and international human rights standards.

- Encourage open dialogue and employee engagement, fostering a workplace built on respect, collaboration, and innovation.

Community and Social Responsibility

Beyond our internal commitments, ICPAK plays an active role in advocating for human rights and ethical business practices within the accountancy profession and the broader community. Through our corporate social investment (CSI) initiatives, we support education, financial literacy, environmental conservation, and pro bono services to empower underserved communities.

By integrating human rights, employee welfare, and social responsibility into our operations, ICPAK continues to build an organization that not only thrives professionally but also leads with integrity and impact.





Analysis of ICPAK Secretariat Human Capital Overview

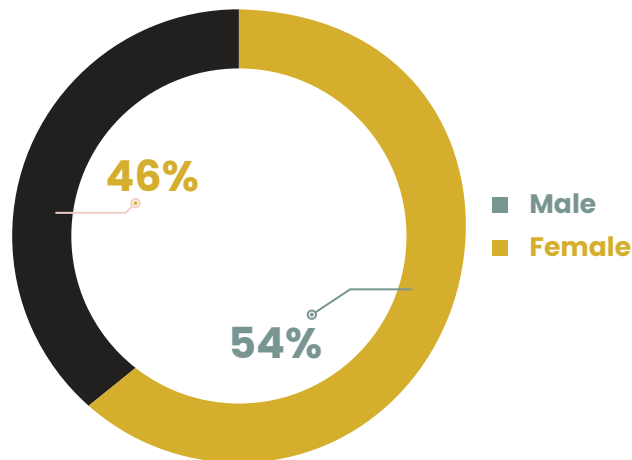
At ICPAK sustainable development organisational growth is at the heart of our people. We are dedicated to developing a diverse, inclusive and dynamic workforce that actively contributes to our strategic goals and our long-term vision. This section gives the highlights on our human capital metrics at December 31, 2024, covering gender diversity across our employee group and management team, age distribution, movement of permanent workforce and overall employee turnover.

We plan to leverage such indicators to measure workforce trends, improve retention measures, and drive workplace inclusivity. This way, we ensure that ICPAK continues to be a competitive and future ready institution that creates a working environment that attracts, develops and retains talent while upholding our values of excellence, integrity and accountability.

Staff Gender Analysis-2024

The Institute progressive approach in promoting gender diversity within the profession manifests in its team as the Institute conducts regular auditing of its workforce composition to maintain a balanced and representative workforce. As of 31 December 2022, the 2024 staff gender analysis shows 54% female employees and 46% male employees. This gender balance represents ICPAK's determination to create an equitable workplace environment providing equal opportunity for everyone.

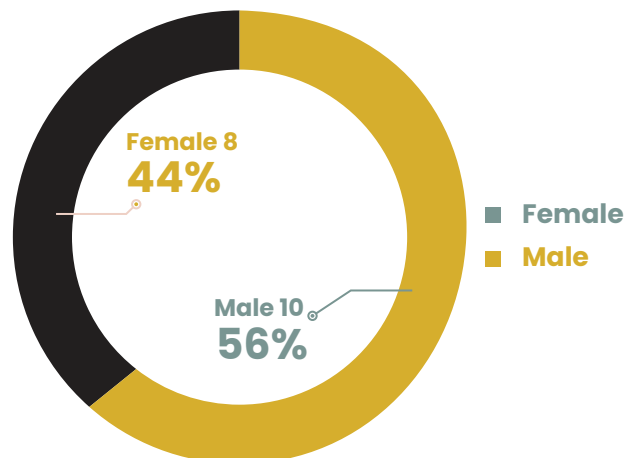
ICPAK is committed to continuously ensure gender equity through sustained initiatives that take advantage of the benefits of diversity and inclusion in achieving organizational sustainability and success.



2024 Management Gender Analysis

Gender diversity in leadership is a priority at ICPAK, as it contributes to inclusive and equitable decision-making. Our management team is composed of 56% male leaders and 44% female leaders as of December 31, 2024, which is nearly balanced. This distribution highlights our pledge to the advancement of gender inclusiveness in leadership, where diverse viewpoints fuel the progress and sustainability of the organization.

ICPAK continues to reinforce gender equity at all levels of management through its ongoing development of talent and leadership programming. Our approach to diversifying our leadership team supports an innovative and progressive leadership team that is aligned with the strategic aspirations of our institution and supports institutional vitality.



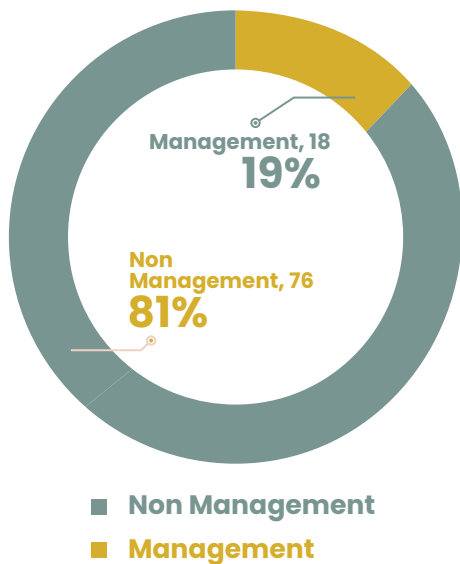


EVERY
ACCOMPLISHMENT
STARTS WITH
THE **TO** DECISION
TRY

Management and Non-Management Staff

The workers composition of ICPAK comprises a mix of Management and non-Management, hence fitting with less defined duties are properly staffed for optimal performance within the organization. Management-level staff account for 19% while non-management account for 81% as of December 31, 2024. This balance supports a robust operational framework, shaping the majority of employees who execute the Institute’s strategic objectives under leadership oversight.

A system of structured composition that ensures optimum decision making, provides an opportunity for career advancement and fosters better organization performance. ICPAK is still dedicated to fomenting talent at all levels; ensuring professional development; and creating a consistent pipeline of leadership to ensure institutional continuity for future success.

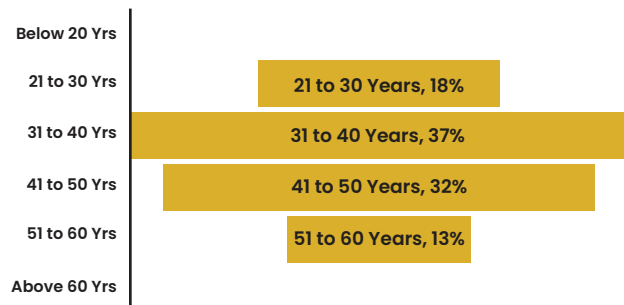


2024 Age Analysis of ICPAK Staff

Out of this, ICPAK has ensured the inclusion of professionals and youth thereby making the organization modernised with regards to age distribution. As of December 31, 2024, most of the employees belong to the 31 – 40 years age group, followed by 41 to 50 years, indicating a strong mid-career employee strength. Representing the younger generation, 18% of employees fall in the category of 21 to 30 years & 13% belong to the age group between 51 to 60 years who add value to the organization with their experience.

This age diversity enables knowledge transfer, leadership succession, and sustainable workforce development. ICPAK continues to demonstrate its commitment to talent retention, professional growth, and long-term institutional sustainability by embracing a multi-generational workforce.

ICPAK Staff Age Analysis

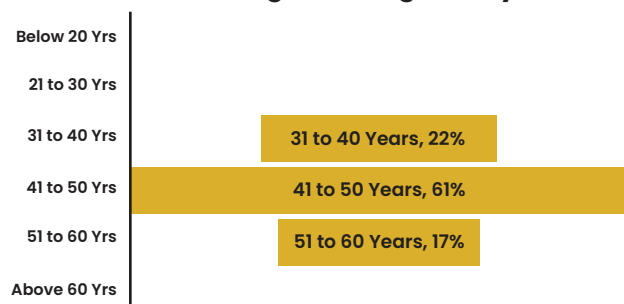


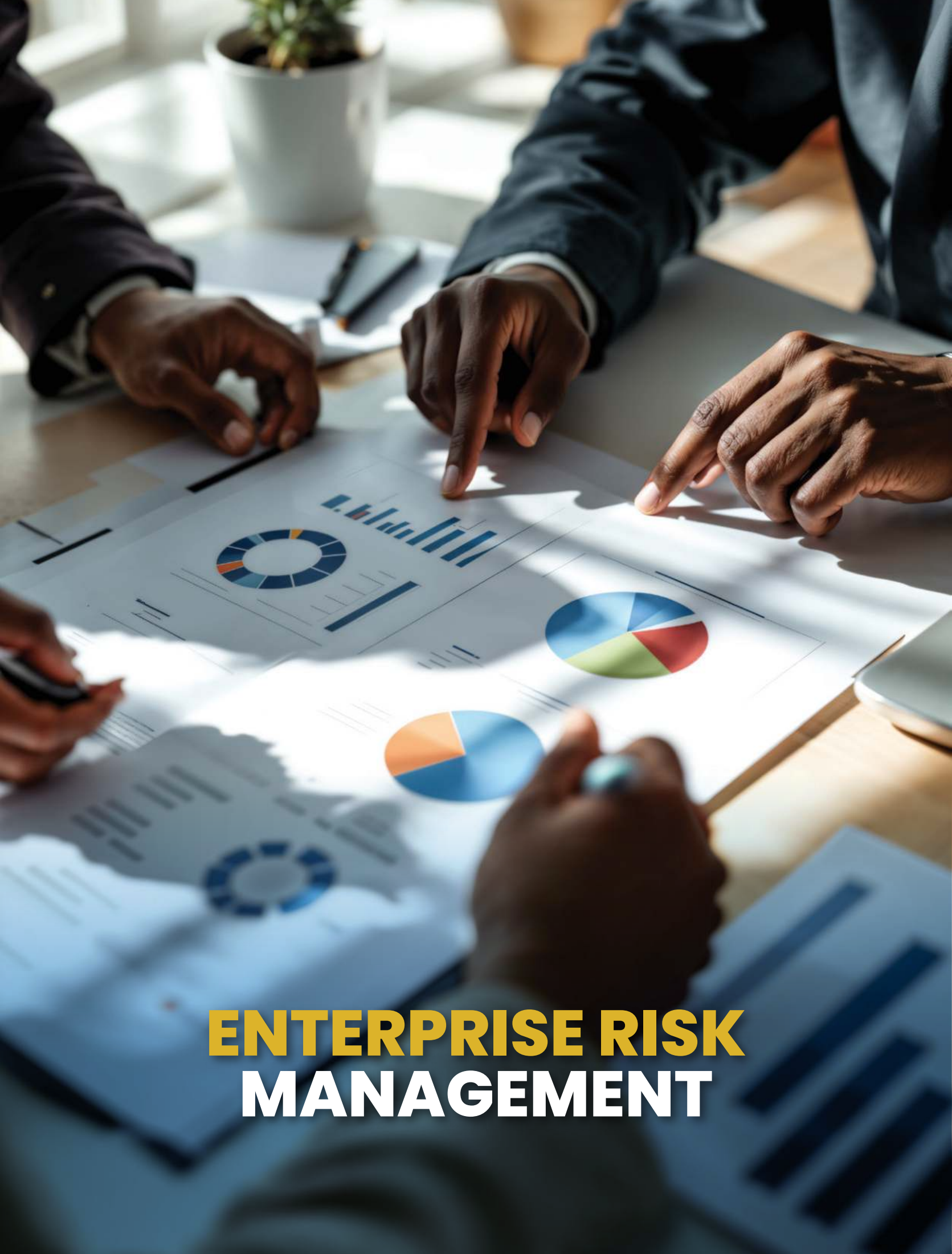
Age Analysis of ICPAK Management – 2024

The management team of ICPAK consists of a variety of professionals but with a notable presence from the age bracket of 41 to 50 years: this greatly supports a foundation of experienced leadership. The 31 to 40 years category introduces emerging leadership talent, while the 51 to 60 years group offers seasoned expertise and strategic guidance.

The age distribution reflects Institute’s resolve to continuously invoke a balanced leadership structure that incorporates experience with contemporary thought. And by developing leaders of all ages, the Institute guarantees continuity, institutional knowledge retention and long-term sustainability.

ICPAK Management age analysis





ENTERPRISE RISK MANAGEMENT

In an ever-evolving business environment, the Institute faces a range of strategic, operational, financial, and compliance-related risks that can impact its ability to achieve its objectives. These risks arise from factors such as regulatory challenges, political uncertainties, market dynamics, and resource constraints. To ensure resilience and sustainable growth, the Institute has established a comprehensive risk management framework that proactively identifies, assesses, and mitigates potential risks. This framework integrates structured policies, stakeholder engagement, resource optimization, and continuous monitoring to safeguard institutional stability and enhance long-term performance.

Effective risk management is critical in sustaining ICPAK’s mission, strategic objectives, and stakeholder trust. As the statutory body

regulating the Accountancy profession in Kenya, ICPAK operates in a dynamic environment influenced by regulatory changes, technological advancements, financial sustainability concerns, and operational risks. A robust ERM framework enables the Institute to anticipate challenges, manage uncertainties, and safeguard its reputation while ensuring continuity of service delivery, regulatory compliance, and financial sustainability. Furthermore, by maintaining a strong risk culture, ICPAK enhances stakeholder confidence, operational efficiency, and long-term institutional growth.

ICPAK Risk Responsibility Structure

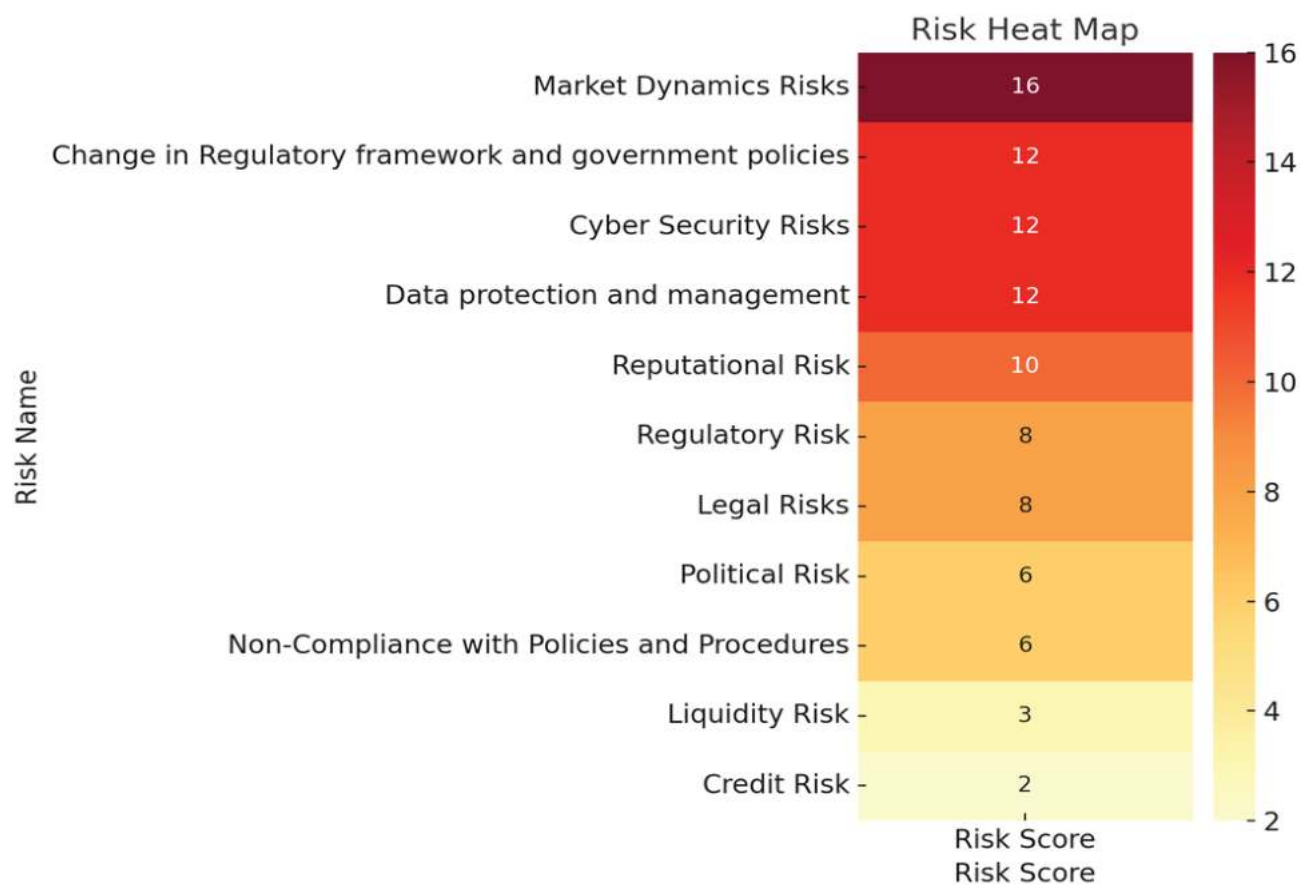
The following matrix provides a structured view of ICPAK’s risk management responsibilities, ensuring clarity in roles and accountability:

Risk Oversight Level	Roles & Responsibilities
Council	Provides strategic oversight and ensures governance structures are effective.
Council-Audit & Risk Committee	Assures the Council on governance, risk, and control processes.
Chief Executive Officer	Holds the ultimate responsibility for implementing the Risk Management Framework.
Management Risk Committee	Monitors and reviews risk management reports from directorates and departments.
Directors and HODs	Identify and manage risks within their divisions or operational areas.
Business units	Identify and address risks at the operational level.
Internal Audit department	Provides independent assurance on governance, risk, and control effectiveness.

Key Institutional Risks

The diagram below presents a heat map of identified risks, ranked based on their overall risk scores;

RISK NAME	LIKELIHOOD	IMPACT	RISK SCORE
Market Dynamics Risks	4	4	16
Change in Regulatory framework and government policies	3	4	12
Data protection and management	3	4	12
Cyber Security Risks	3	4	12
Reputation Risk	2	5	10
Regulatory Risk	2	4	8
Legal Risks	2	4	8
Political Risk	2	3	6
Non-Compliance with Policies and Procedures	2	3	6
Liquidity Risk	1	3	3
Credit Risk	1	2	2







CPA CENTRE





STAKEHOLDER MANAGEMENT

ICPAK's Stakeholder Management Approach

Stakeholders play a critical role in the success of the Institute. By identifying and engaging its key stakeholders the Institute is able to align its strategic priorities with stakeholders' expectations. The Institute has several stakeholders whose perspectives vary depending on their Interest and influence over the realization of sustainable outcomes. Broadly, the stakeholders of the Institute are classified as internal or external depending on whether they directly or indirectly have a bearing on the Institute's operations.

Stakeholder Analysis

STAKEHOLDER	STAKEHOLDER'S EXPECTATION FROM ICPAK	ICPAK'S EXPECTATION FROM STAKEHOLDER
Members	<ul style="list-style-type: none"> Effective regulation of the profession, and value for their membership through better service 	<ul style="list-style-type: none"> Improved satisfaction levels for members and less misconducts by members
The Council	<ul style="list-style-type: none"> Members' co-operation and compliance. Dedicated Management and Staff. 	<ul style="list-style-type: none"> Provide strategic and ethical leadership
Secretariat	<ul style="list-style-type: none"> Attract and retain competent and productive employees in the Institute. 	<ul style="list-style-type: none"> Enhance employee productivity and engagement. Commitment to timely, efficient, effective, and quality service delivery Uphold core values of public service, integrity, and ethical values.
The National Treasury	<ul style="list-style-type: none"> Timely commentary on financial accountability and economy 	<ul style="list-style-type: none"> Consideration of ICPAK's contribution to the government in advising the Cabinet Secretary as envisioned in the Accountants Act.
kasneb	<ul style="list-style-type: none"> Support in curriculum development to reflect industry needs 	<ul style="list-style-type: none"> Timely sharing of information of CPA graduates Involvement in curriculum review
Capital Market Authority	<ul style="list-style-type: none"> Collaboration in fostering financial accountability amongst listed entities in Kenya 	<ul style="list-style-type: none"> Joint effort towards financial report and corporate governances among listed entities.
Accountancy Profession Umbrella Bodies <ul style="list-style-type: none"> IFAC PAFA 	<ul style="list-style-type: none"> Guidelines, materials for development, Support standard setting process and implementation 	<ul style="list-style-type: none"> Enhancement of the accountancy quality in the country. CPA qualifications globally accepted.

Standard Setting Bodies (IAASB, IESBA, IAESB, ISSB, IFRS Foundation)	<ul style="list-style-type: none"> • Participation in standard setting process • Response to exposure drafts and consultation papers 	<ul style="list-style-type: none"> • Information on new and revised standards for review and participation • Capacity building sessions • Availability for discussions and consideration of jurisdictional issues
Office of the Auditor General	<ul style="list-style-type: none"> • Receive support in public sector audit • Capacity building of OAG's office Professional Staff 	<ul style="list-style-type: none"> • Outsourcing of ICPAK practitioners for audit work • ICPAK to be considered critical in shaping public audit in Kenya
Controller of Budget	<ul style="list-style-type: none"> • Institute's technical support in development of budget implementation reports • Institute's support in lobbying for execution of findings of OCOB reports • ICPAK's role in dissemination of OCOB reports and subsequent capacity building sessions for MDAs and County Governments 	<ul style="list-style-type: none"> • Incorporation in decision making regarding budget monitoring in Kenya
County Governments & Council of Governors	<ul style="list-style-type: none"> • Technical support on county public finance management 	<ul style="list-style-type: none"> • Involvement of the Institute in strengthening county PFM systems. • Appointment of CPAs to positions of finance and accountancy at the county level
National Parliament	<ul style="list-style-type: none"> • Institute's expertise in the legislative process- review of Bills, submission of memoranda, drafting of Bills in areas of finance, accountancy, economy and public interest. • Technical support & training to legislators and parliamentary staff 	<ul style="list-style-type: none"> • Recognition and incorporation of ICPAK as an important player in the legislative process in Kenya • Uptake of ICPAK proposals in enacted Bills • Partnership in training of Parliament
National Government, MDAs, and other Government Agencies	<ul style="list-style-type: none"> • Technical support by the Institute on finance and accounting 	<ul style="list-style-type: none"> • Involvement of the Institute in strengthening PFM systems. • Support to ICPAK members working with MDAs- subscriptions and CPD
Kenya Revenue Authority	<ul style="list-style-type: none"> • Support in dissemination of tax related information • Timely advisory on tax administration strategies • Partnership in taxpayer education 	<ul style="list-style-type: none"> • Recognition of the Institute as a key partner in tax administration and policy space • Support with resource persons in ICPAK's CPD events related to tax.

Regulatory Authorities and Agencies	<ul style="list-style-type: none"> • Collaboration in the regulatory space by identifying common areas 	<ul style="list-style-type: none"> • Pooling resources together to achieve regulatory goals
Development Partners, Civil Society & NGOs	<ul style="list-style-type: none"> • Joint advocacy on public interest matters 	<ul style="list-style-type: none"> • Partnership in research, lobbying and advocacy
Corporate Clients & Partners	<ul style="list-style-type: none"> • Sponsoring more delegates to ICPAK events. • Undertaking to fund and sponsor institute's activities 	<ul style="list-style-type: none"> • Retention of key corporate clients • Acquisition of new corporate clients
	<ul style="list-style-type: none"> • Existing sponsors continue participating in events. • Participation of new sponsors in events 	<ul style="list-style-type: none"> • Retain existing sponsors. • Acquire new sponsors
	<ul style="list-style-type: none"> • Achieve longer stay of corporate tenants. 	<ul style="list-style-type: none"> • Retain existing corporate tenants. • Attract new corporate tenants
PAOs and other Professional Organizations	<ul style="list-style-type: none"> • Establish and maintain mutual recognition agreements that allow for the reciprocal recognition of qualifications. • Actively participate in knowledge-sharing initiatives, conferences, and workshops that benefit the global accounting community. • Promote and enforce high ethical standards among its members to maintain the integrity of the profession 	<ul style="list-style-type: none"> • Other bodies should honor mutual recognition agreements (MRAs) that ICPAK has established, ensuring reciprocal treatment of members. • Engage in joint initiatives such as conferences, research projects, and educational programs that benefit the global accounting community. • Ensure that their members adhere to high ethical standards and practices, maintaining the integrity of the profession
The Public	<ul style="list-style-type: none"> • High standards of transparency and accountability in its operations • Be involved in community development initiatives and corporate social responsibility (CSR) projects. • Support small and medium-sized enterprises (SMEs) and entrepreneurs by providing them with the necessary financial management tools and knowledge to succeed 	<ul style="list-style-type: none"> • Support its initiatives and cooperate with its efforts to promote good governance, financial accountability, and professional ethics. • Active feedback on ICPAK's services, policies, and initiatives is crucial. Constructive feedback helps ICPAK improve its offerings and better serve the community's needs
Media and Press	<ul style="list-style-type: none"> • Increased trust, positive coverage, and support for the Institute's initiatives. 	<ul style="list-style-type: none"> • Timely information dissemination • Public sensitization and education

		<ul style="list-style-type: none"> • Advocacy and lobbying support • Highlight best practices and success stories. • Enhanced platform for professional opinions • Event coverage • Crisis communication
Higher Learning, Research & Development Institutions	<ul style="list-style-type: none"> • Knowledge generation and policy engagement/influence 	<ul style="list-style-type: none"> • Collaboration, cooperation, and partnership • Dissemination and sharing of policy research findings. • Provide training opportunities to staff on areas of research
Suppliers	<ul style="list-style-type: none"> • Payment to be made after delivery. • Deliver quality items within the lead time. • Openness in contract award 	<ul style="list-style-type: none"> • Responsiveness to the requests • Adhering to ICPAK Policies as communicated and contractual obligations.





”

**WORK HARD
IN SILENCE
LET SUCCESS
MAKE THE
NOISE**

”

GRI STANDARD	DISCLOSURES	REFERENCE	REASON FOR OMISSION	OMISSION OF DISCLOSURE - EXPLANATION	COMMENT
GRI 2: General Disclosures 2021					
The organization and its reporting practices					
2-1	Organizational details	Pg. 9			
2-2	Entities included in the organization's sustainability reporting	Pg. 9			
2-3	Reporting period, frequency and contact point	Pg. 9			
2-4	Restatements of information	Pg. 9			
2-5	External assurance	Pg. 9			
Activities and workers					
2-6	Activities, value chain and other business relationships	Pg.17			
2-7	Employees	Pg. 64			
2-8	Workers who are not employees		N/A	The organisation does not engage such workers	
Governance					
2-9	Governance structure and composition	Pg. 116			
2-10	Nomination and selection of the highest governance body	Pg. 120			
2-11	Chair of the highest governance body	Pg. 120			
2-12	Role of the highest governance body in overseeing the management of impacts	Pg. 56			
2-13	Delegation of responsibility for managing impacts	Pg. 56			
2-14	Role of the highest governance body in sustainability reporting	Pg. 56			
2-15	Conflicts of interest	Pg. 57			
2-16	Communication of critical concerns	Pg. 56			
2-17	Collective knowledge of the highest governance body	Pg.124			
2-18	Evaluation of the performance of the highest governance body	Pg. 120			
2-19	Remuneration policies	Pg. 56			
2-20	Process to determine remuneration	Pg. 56			
2-21	Annual total compensation ratio	Pg. 218			
Strategy, policies, and practices					
2-22	Statement on sustainable	Pg. 45			
2-23	Policy commitments	Pg. 57			
2-24	Embedding policy commitments	Pg. 57			
2-25	Processes to remediate negative impacts	Pg. 57			
2-26	Mechanisms for seeking advice and raising concerns	Pg. 57			
2-27	Compliance with laws and regulations	Pg.22			
2-28	Membership associations	Pg.20			
2-29	Approach to stakeholder engagement	Pg. 167			
2-30	Collective bargaining agreements	Pg. 64			
GRI 3: Material Topics 2021					
3-1	Process to determine material topics	Pg.56			
3-2	List of material topics	Pg.56			
3-3	Management of material topics	Pg.56			stated for each major topic
GRI 201: Economic Performance 2016					
201-1	Direct economic value generated and distributed	Pg.32			
201-2	Financial implications and other risks and opportunities due to climate change		N/A	Due to the organization's core business, its activities are not directly or significantly affected by climate change	

201-3	Defined benefit plan obligations and other retirement plans		Confidentiality	The benefits offered represent a competitive advantage and are subject to market competition	
201-4	Financial assistance received from government		N/A	The organization does not receive financial aid from government	
GRI 202: Market Presence 2016					
202-1	Ratios of standard entry level wage by gender compared to local minimum wage		Confidentiality	Staff remuneration represents a competitive advantage and is subject to market competition	
202-2	Proportion of senior management hired from the local community	Pg. 64			
GRI 205: Anti-corruption 2016					
205-1	Operations assessed for risks related to corruption	Pg. 57			
205-2	Communication and training about anti-corruption policies and procedures	Pg. 57			
205-3	Confirmed incidents of corruption and actions taken	Pg. 57			
GRI 302: Energy 2016					
302-1	Energy consumption within the organization	Pg. 60			
302-2	Energy consumption outside of the organization		N/A	Due to the organization's core business, energy is mostly consumed within the organization	
302-3	Energy intensity		N/A	As the organization's core business does not create physical outputs, energy intensity has no informative value	
302-4	Reduction of energy consumption	Pg. 60			
302-5	Reductions in energy requirements of products and services		N/A	As the organization's core business does not create physical outputs, energy intensity has no informative value	
GRI 305: Emissions 2016					
305-1	Direct (Scope 1) GHG emissions	Pg. 60			
305-2	Energy indirect (Scope 2) GHG emissions	Pg. 61			
305-3	Other indirect (Scope 3) GHG emissions	Pg. 61			
305-4	GHG emissions intensity		N/A	As the organization's core business does not create physical outputs, GHG emissions intensity has no informative value	
305-5	Reduction of GHG emissions		N/A	Due to the organization's core business, the organization does not produce significant volumes of emissions when carrying out its activities	
305-6	Emissions of ozone-depleting substances (ODS)		N/A	The organization does not produce these emissions	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		N/A	The organization does not produce these emissions	
GRI 306: Waste 2020					
306-1	Waste generation and significant waste-related impacts	Pg.63			
306-2	Management of significant waste-related impacts	Pg.63			
306-3	Waste generated	Pg.63			
306-4	Waste diverted from disposal		data not available	The organization's waste is processed by an external supplier and the organization was unable to obtain this data	
306-5	Waste directed to disposal		data not available	The organization's waste is processed by an external supplier and the organization was unable to obtain this data	

GRI 401: Employment 2016					
401-1	New employee hires and employee turnover	Pg. 65			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		Confidentiality	The benefits offered represent a competitive advantage and are subject to market competition	
401-3	Parental leave		Confidentiality	The benefits offered represent a competitive advantage and are subject to market competition	
GRI 403: Occupational Health and Safety 2018					
403-1	Occupational health and safety management system	Pg 50			
403-2	Hazard identification, risk assessment, and incident investigation	Pg 157			
403-3	Occupational health services	Pg 157			
403-4	Worker participation, consultation, and communication on occupational health and safety	Pg 157			
403-5	Worker training on occupational health and safety	Pg 157			
403-6	Promotion of worker health	Pg 50			
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pg 50			
403-8	Workers covered by an occupational health and safety management system	Pg 50			
403-9	Work-related injuries	Pg 50			
403-10	Work-related ill health	Pg 50			
GRI 404: Training and Education 2016					
404-1	Average hours of training per year per employee		data not available		
404-2	Programs for upgrading employee skills and transition assistance programs	Pg. 65			
404-3	Percentage of employees receiving regular performance and career development reviews	Pg. 65			
GRI 405: Diversity and Equal Opportunity 2016					
405-1	Diversity of governance bodies and employees	Pg 64. & Pg 121			
405-2	Ratio of basic salary and remuneration of women to men		Confidentiality	The benefits offered represent a competitive advantage and are subject to market competition	
GRI 406: Non-discrimination 2016					
406-1	Incidents of discrimination and corrective actions taken	Pg. 65			
GRI 413: Local Communities 2016					
413-1	Operations with local community engagement, impact assessments, and development programs		N/A	The organization has not identified any significant adverse impacts on local communities	
413-2	Operations with significant actual and potential negative impacts on local communities		N/A	The organization has not identified any significant adverse impacts on local communities	
GRI 418: Customer Privacy 2016					
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pg. 58			



**Institute of Certified Public
Accountants of Kenya**

**FINANCIAL
STATEMENTS**

2024



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Members of the Council

Chairman	CPA Philip Kakai	Elected September 2023
Vice - Chairman	CPA Prof. Elizabeth Kalunda	Re-elected October 2023
Members	FCPA Georgina Malombe	Re-elected in June 2024
	FCPA Hesbon Omollo	Re-elected in June 2024
	FCPA Anne Wangeci	Retired in June 2024
	CPA Risper Olick	Re-elected in June 2022
	CPA Olive Gitau	Elected in September 2023
	CPA Wycliff Bichanga	Elected in June 2024
	CPA Jona Wala	Representing National Treasury (Appointed in December 2019)
	FCPA Prof. Nicholas Letting	Representing Kasneb (Appointed in May 2019)
	CPA Matthew Mukisu	Representing Capital Markets Authority (Appointed in July 2022)
Chief Executive Officer and Secretary to the Council	CPA Dr. Grace Kamau	Appointed in January 2023
Council committees		
Committee	Convenor	
Audit, Risk and Compliance	CPA Jona Wala	Appointed in June 2021
Disciplinary	CPA Peter Anchinga	Appointed in February 2023
Finance and Strategy	FCPA Prof. Nicholas Letting	Appointed in September 2023
Member Services	CPA Olive Gitau	Appointed in June 2024
	FCPA Anne Wangeci	Retired in June 2024
Practitioners Development	FCPA Georgina Malombe	Appointed in June 2022
Professional Standards	FCPA Michael Mugasa	Appointed in June 2021
Public Policy and Governance	CPA Philip Kakai	Appointed in September 2023
Registration & Quality Assurance	FCPA Dr. John Mudany	Appointed in November 2024
	FCPA Dr. Jim McFie	Retired in June 2024
Research and Development	CPA Prof. Elizabeth Kalunda	Appointed September 2023

Institute Information

For the year ended 31 December 2024

KCA University Representatives

Board of Trustees

Chairman	FCPA George Mokuu FCPA Michael Waweru	Appointed in August 2024 Term ended July 2024
Members	CPA Philip Kakai Dr. Mary Bosire Dr. Andrew Mullei CS Happi Kilongosi CPA Dr. Joseph Koskey CPA Dr. Arnety Nangila FCPA William Ogolla Mr. Francis Theuri CPA Dr. Grace Kamau FCPA Prof. Winnie Nyamute FCPA Shabir Issak CPA David Obwoga	Appointed in September 2023 Appointed June 2022 Appointed in January 2023 Appointed in January 2023 Appointed in January 2023 Appointed in November 2024 Appointed in November 2024 Appointed in November 2024 Appointed in September 2023 Term ended October 2024 Term ended October 2024 Term ended October 2024

Committee

Strategy & Resource committee	CPA Dr. Asenath Maobe	Appointed in January 2023
Audit, Risk and Governance	FCPA Rose Mwaura	Appointed July 2021

Registered office and principal place of business

CPA Centre, Ruaraka, Thika Road
P.O. Box 59963 – 00200, Nairobi
Telephone: +254 (020) 2304226, 2304227
Mobile: +254727 531006/733 856262/
721 469796/721 469169
E-mail: icpak@icpak.com
Website: www.icpak.com

Independent auditor

Forvis Mazars LLP
Certified Public Accountants
The Green House (next to Adams Arcade)
Ngong Road, 3rd Floor KOKA Place, Suite 8
P.O. Box 61120 – 00200, Nairobi, Kenya.
Telephone: + 254 (020) 3861175/76/79
Email: contact.ke@forvismazars.com
Website: www.forvismazars.com/ke/en

Principal bankers

Standard Chartered Bank Kenya Limited,
Ruaraka Branch, P.O. Box 32886 – 00600,
Nairobi, Kenya.
Telephone: + 254 (020) 3293393/4
Email: straight2bank.ke@sc.com
Website: www.sc.com/ke/

ABSA Bank Kenya PLC
Queensway House Branch
P.O. Box 30116– 00100, Nairobi, Kenya
Telephone: +254 723 130 120/722 130 120
Email: absa.kenya@absa.africa
Website: www.absabank.co.ke

Legal Advisors

Ogembo and Associates
1st Floor, Westpark Towers Mpesi Lane, off
Muthithi Road P.O. Box 29820 – 0100, Nairobi

Report of the Council For the year ended 31 December 2024

The Management submits its report together with the audited financial statements for the year ended 31 December 2024, which disclose the state of affairs of the Institute.

1. Incorporation

The Institute of Certified Public Accountants of Kenya (ICPAK) is a body corporate established in 1978 under the provisions of the Accountants Act, Chapter 531 of the Laws of Kenya (re-enacted as the Accountants Act No. 15 of 2008), with the mandate to develop and regulate the Accountancy Profession in Kenya. The Institute is also a member of Pan Africa Federation of Accountants (PAFA) and the International Federation of Accountants (IFAC), the global umbrella body for the accountancy profession. ICPAK is domiciled in Kenya and its address of the registered office is set out on page 2.

2. Principal activities

The principal activities of the Institute are 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 international recognition of the Institute and the CPA (K) brand; advise Kasneb on matters relating to examinations standard and policies; prescription of remuneration order for profession and to advise the Cabinet Secretary responsible for finance on matters relating to financial accountability in all sectors of the economy.

3. Membership

Active members

	2024 No.	2023 No.
Practising	1,533	1,483
Non practising	21,344	20,347
Overseas	292	294
Retired	1,110	1,133
Associates	2,149	2,206
Active members at end of year	26,428	25,463

Active members at the beginning of the year

	25,463	25,180
New members in the year	1,471	1,775
Deceased and change of status	(185)	(20)
	26,749	26,935
Members in default	(1,505)	(1,842)
Recovered	1,184	370
Active members at end of year	26,428	25,463

Full members	24,279	23,257
Associate members	2,149	2,206
Active members at end of year	26,428	25,463

Active members are those that have fully paid their subscriptions and those with less than two years of outstanding subscriptions as at year-end.

Report of the Council (*continued*) For the year ended 31 December 2024

4. Results for the year

Net surplus for the year

	2024 Kshs '000'	2023 Kshs '000'
Net surplus for the year	95,079	85,213

5. Members of the Council

The members of the Council who held office during the year and to the date of this report are set out on page 1.

6. Statement as of disclosure to the Institute's auditor

With respect to each member of the Council at the time this report was approved:

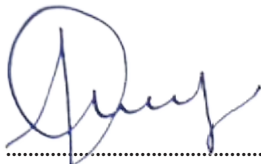
- there is, so far as each Council member is aware, no relevant audit information of which the Institute's auditor is unaware; and
- the member of the Council has taken all the steps that the member of the Council ought to have taken as a member of the Council so as to be aware of any relevant audit information and to establish that the Institute's auditor is aware of that information.

7. Terms of appointment of the auditor

The Council approve the annual audit engagement contract, which sets out the terms of the auditor's appointment and the related fees. The agreed auditor's remuneration has been charged to the income statement for the year.

The Institute's auditor, Forvis Mazars LLP were re-appointed during the year.

By order of the Council



CPA Dr. Grace Kamau

CEO and Secretary to the Council

23rd April 2025

Statement of Council’s responsibilities on the Financial Statements For year ended 31 December 2024

The Accountants Act No. 15 of 2008 requires the Council to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Institute as at the end of the financial year and of its operating results for the year. It also requires the Council to ensure that the Institute keeps proper accounting records that disclose, with reasonable accuracy, the financial position of the Institute. The Council is also responsible for safeguarding the assets of the Institute.

The Council accepts responsibility for the preparation and fair presentation of these financial statements in accordance with IFRS Accounting Standards. They also accept responsibility for:

- i. designing, implementing and maintaining such internal control as they determine necessary to enable the presentation of financial statements that are free from material misstatement, whether due to fraud or error;
- ii. selecting suitable accounting policies and applying them consistently; and
- iii. making accounting estimates and judgements that are reasonable in the circumstances.

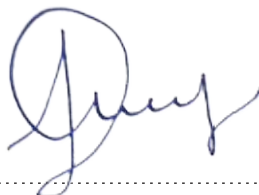
Having made an assessment of the Institute’s ability to continue as a going concern, the Council is not aware of any material uncertainties related to events or conditions that may cast doubt upon the Institute’s ability to continue as a going concern.

The Council acknowledges that the independent audit of the financial statements does not relieve them of their responsibilities.


Approved by the Council on 23rd April 2025 and signed on their behalf by:



CPA Philip Kakai
Chairman



CPA Dr. Grace Kamau
**CEO and Secretary to
the Council**



FCCA Prof. Nicholas Letting, PhD
**Convenor, Finance and Strategy
Committee**



**Report of the Independent Auditor
To the Members of the Institute of Certified Public Accountants of Kenya
For the year ended 31 December 2024**

Opinion

We have audited the accompanying financial statements of Institute of Certified Public Accountants of Kenya (the Institute/ICPAK), set out on pages 187 to 219, which comprise the statement of financial position as at 31 December 2024 and the income statement, statements of other comprehensive income, changes in equity and cash flows for the year then ended, and notes, including material accounting policy information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Institute as at 31 December 2024 and of its financial performance and cash flows for the year then ended in accordance with IFRS Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Institute in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Kenya, and we have fulfilled our ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Council is responsible for the other information. Other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent

Report of the Independent Auditor (*Continued*) To the Members of the Institute of Certified Public Accountants of Kenya, For the year ended 31 December 2024

Other Information (*Continued*)

with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Councils' Responsibility for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements that give a true and fair view in accordance with IFRS Accounting Standards and for such internal control as the Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council is responsible for assessing the Institute's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council either intend to liquidate the Institute or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.



**Report of the Independent Auditor (*Continued*)
To the Members of the Institute of Certified Public Accountants of Kenya,
For the year ended 31 December 2024**

Auditor's Responsibilities for the Audit of the Financial Statements (*Continued*)

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Institute's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the Institute to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The engagement partner responsible for the audit resulting in this independent auditor's report was CPA Alphonse Karungu, Practising Certificate No. 856.

**For and on behalf of Forvis Mazars LLP
Certified Public Accountants (K).
Nairobi**

Date: 23rd April 2025

INCOME STATEMENT FOR THE PERIOD ENDED 31 DECEMBER 2024

	Note	2024 Kshs'000'	2023 Kshs'000'
Income			
Subscriptions	4 a)	329,421	281,421
Members' services	5 a)	917,568	883,434
Consultancy	6	-	8,215
Rental Income	7 a)	57,252	59,679
Total income		1,304,241	1,232,749
Expenditure			
Subscriptions	4 b)	(123,454)	(93,170)
Members' services	5 b)	(751,245)	(754,033)
Consultancy	6	-	(3,636)
Rental expenses	7 b)	(18,213)	(16,237)
Operating expenses	8	(290,732)	(236,572)
Impairment loss	9	(68,116)	(78,252)
Operating surplus		52,481	50,849
Other income	11	12,557	7,576
Fair value gain on investment property	15	50,864	49,000
Operating surplus before interest and tax		115,902	107,425
Finance cost	12	(1,482)	(2,032)
Surplus before tax		114,420	105,393
Tax expense	13	(19,341)	(20,180)
Net surplus for the year		95,079	85,213

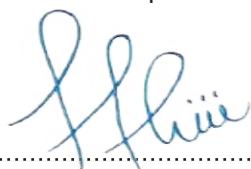
STATEMENT OF OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	2024 Kshs'000'	2023 Kshs'000'
Net surplus for the year		95,079	85,213
Revaluation loss on ICPAK office space	25	(768)	-
Total comprehensive income		94,311	85,213

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024

	Note	2024 Kshs'000'	2023 Kshs'000'
ASSETS			
Non-current assets			
Property and equipment	14	373,215	401,449
Investment property	15	1,244,000	1,178,000
Right-of-use assets	17	9,537	7,346
VAT receivable	18	80,687	91,960
Investment in CPA Centre Limited	19	50	50
		1,707,489	1,678,805
Current assets			
Inventories	20	57,594	45,406
Trade and other receivables	21	128,961	145,375
Term deposits	22	169,837	134,980
Cash and bank balances	23	264,836	192,336
		621,228	518,097
		2,328,717	2,196,902
FUNDS AND LIABILITIES			
Funds and reserves			
General fund		1,543,862	1,447,229
Designated fund	24	14,341	13,045
Revaluation reserve	25	60,621	62,943
		1,618,824	1,523,217
Non-current liabilities			
Deferred tax liability	26	61,889	42,547
Lease liabilities	27	8,360	3,400
Due to CPA Centre Limited	31	50	50
		70,299	45,997
Current liabilities			
Lease liabilities	27	2,822	5,632
Trade and other payables	28	398,833	409,058
Benevolent fund	29	146,971	124,536
Subscriptions received in advance	30	90,968	88,462
		639,594	627,688
		2,328,717	2,196,902

The financial statements on pages 9 to 41 were approved and authorised for issue by the Council on 23rd April 2025 and were signed on its behalf by:



CPA Philip Kakai
Chairman



FCCA Prof. Nicholas Letting, PhD
Convenor, Finance and Strategy Committee

STATEMENT OF CHANGES IN FUND BALANCES FOR THE YEAR ENDED 31 DECEMBER 2024

Year ended 31 December 2024	Note	General fund Kshs'000'	Revaluation reserve Kshs'000'	Designated fund Kshs'000'	Total Kshs'000'
At 1 January 2024		1,447,229	62,943	13,045	1,523,217
Total comprehensive income		94,311	-	-	94,311
Revaluation loss reserve	14	768	(768)	-	-
Excess depreciation		1,554	(1,554)	-	-
Net surplus in corporate social responsibility	24	-	-	1,296	1,296
At 31 December 2024		1,543,862	60,621	14,341	1,618,824
Year ended 31 December 2023					
At 1 January 2023		1,362,016	62,943	11,670	1,436,629
Total comprehensive income		85,213	-	-	85,213
Net surplus in corporate social responsibility	24	-	-	1,375	1,375
At 31 December 2023		1,447,229	62,943	13,045	1,523,217

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	2024 Kshs'000'	2023 Kshs'000'
Cash flows from operating activities			
Operating surplus before interest and tax		115,902	107,425
Adjustments for:			
Depreciation of property and equipment	14	22,903	12,831
Depreciation of right-of-use assets	17	3,412	3,616
Amortisation of intangible assets	16	-	247
Fair value adjustment of investment property	15	(50,864)	(49,000)
Surplus on derecognition of leases	17	-	(216)
(Gain) / loss on disposal of property and equipment	11	1	(253)
Surplus before working capital changes		91,354	74,650
Increase in inventories	20	(12,188)	(2,666)
Decrease / (Increase) in trade and other receivables	21	27,687	(37,355)
Increase in term deposits	22	(34,857)	(6,979)
(Decrease) / increase in trade and other payables	28	(10,225)	39,600
Increase in benevolent funds	29	22,435	23,657
Increase in subscriptions received in advance	30	2,506	15,380
Cash generated from operating activities		86,712	106,287
Interest paid on borrowings	12	-	(677)
Net cash generated from operating activities		86,712	105,610
Cash flows from investing activities			
Purchase of property and equipment	14	(9,510)	(8,278)
Addition to investment property	15	(1,078)	-
Proceeds on disposal of assets	14	15	587
Net cash used in investing activities		(10,573)	(7,691)
Cash flows from financing activities			
Cash received from Corporate Social Responsibility activities	24 b)	1,296	1,375
Payment of principal portion of the lease liability	27	(3,453)	(4,286)
Interest on lease liability	27	(1,482)	(1,355)
Repayment of borrowings		-	(38,385)
Net cash used in financing activities		(3,639)	(42,651)
Net Increase in cash and cash equivalents		72,500	55,268
Cash and cash equivalents at start of year		192,336	137,068
Cash and cash equivalents at end of year	23	264,836	192,336

Notes

I. Material accounting policy information

The material accounting policies adopted in the preparation of these general purpose financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

a) Basis of preparation

The financial statements are prepared on a going concern basis and in compliance with IFRS Accounting Standards issued by the International Accounting Standards Board. They are presented in Kenyan Shillings, which is also the functional currency, rounded to the nearest thousand (Kshs'000').

Measurement basis

The measurement basis used is the historical cost basis except where otherwise stated in the accounting policies summarised below.

Under the historical cost basis, assets are recorded at the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire them at the time of their acquisition. Liabilities are recorded at the amount of proceeds received in exchange for the obligation or, in some cases, at the amounts of cash or cash equivalents expected to be paid to satisfy the liability in the normal course of business.

For those assets and liabilities measured at fair value, fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. When measuring the fair value of an asset or a liability, the Institute uses market observable data as far as possible. If the fair value of an asset or a liability is not directly observable, it is estimated by the Institute using valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs (e.g. by use of the market comparable approach that reflects recent transaction prices for similar items or discounted cash flow analysis). Inputs used are consistent with the characteristics of the asset/liability that market participants would take into account.

Fair values are categorised into three levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety:

- **Level 1** fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.
- **Level 2** fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- **Level 3** fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Transfers between levels of the fair value hierarchy are recognised by the Institute at the end of the reporting period during which the change occurred.

Notes (continued)

1. Material accounting policy information (continued)

b) New and revised financial reporting standards

i) New standards, amendments and interpretations adopted by the Institute

The following amendments to standards became effective for the first time in the financial year beginning 1 January 2024 and have been adopted by the Institute. None of the Amendments has had an impact on the Institute's financial statements.

The amendments to IAS 1, titled Classification of Liabilities as Current or Non-Current and Non-current Liabilities with Covenant (issued in January 2020, amended October 2022)

The amendments to IAS 1, titled Classification of Liabilities as Current or Non-Current and Non-current Liabilities with Covenants, clarify the criteria for classifying liabilities, emphasizing the right to defer settlement at the reporting date and the treatment of covenants. Effective for annual reporting periods beginning on or after January 1, 2024, the changes aim to improve consistency in liability classification, enhance transparency through additional disclosures on covenant risks, and potentially impact financial metrics like liquidity ratios. These updates aim to provide more reliable and comparable financial information, benefiting both preparers and users of financial statements.

IFRS 19 titled Subsidiaries without Public Accountability: Disclosures (issued in May 2024)

Effective immediately upon its issuance on May 9, 2024, IFRS 19 is expected to simplify financial reporting by reducing the disclosure burden, enabling subsidiaries to streamline their reporting processes. While disclosures are reduced, the financial statements will continue to provide useful information to users, ensuring that the quality of reporting is not compromised. Additionally, the standard is designed to lower the costs associated with preparing financial statements, benefiting eligible subsidiaries and their stakeholders alike.

Amendments to IFRS 16 titled Lease Liability in a Sale and Leaseback (issued in September 2022)

Effective for annual reporting periods beginning on or after January 1, 2024, these changes aim to enhance consistency in accounting practices, improve transparency through better disclosures, and reduce complexity in handling variable lease payments. The amendments to IFRS 16, provide guidance on accounting for sale and leaseback transactions, particularly addressing variable lease payments and the subsequent measurement of lease liabilities and right-of-use assets.

ii) New and revised standards that have been issued but are not effective

The Institute has not applied any of the new or revised financial reporting standards and Interpretations that have been published but are not yet effective for the year beginning 1 January 2024, and the Council do not plan to apply any of them until they become effective. The list below indicates new or revised standards and interpretations, with their effective dates, none of which is expected to have a significant impact on the Institute's financial statements in the period of initial application.

IFRS 18 titled Presentation and Disclosure in Financial Statements

Effective for reporting periods beginning on or after January 1, 2027, IFRS 18 is expected to enhance financial statements by standardizing subtotals for better cross-company comparisons,

Notes (continued)

I. Material accounting policy information (continued)

b) New and revised financial reporting standards (Continued)

ii) New and revised standards that have been issued but are not effective (Continued)

increasing transparency through detailed disclosures of performance measures, and improving communication with investors by refining how information is grouped. Key changes include the requirement for additional defined subtotals in the statement of profit or loss, mandatory disclosures regarding management-defined performance measures, and new principles for aggregating and disaggregating financial information.

Amendments to IAS 7 and IFRS 7 titled Supplier Finance Arrangements

The amendments to IAS 7 and IFRS 7 focus on the presentation and disclosure requirements for liabilities and associated cash flows arising from supplier finance arrangements. These changes clarify how such liabilities should be presented in the statement of financial position and introduce enhanced disclosure requirements regarding the nature, terms, and risks associated with these arrangements.

c) Translation of foreign currencies

On initial recognition, all transactions are recorded in the functional currency (the currency of the primary economic environment in which the Institute operates), which is Kenya Shillings.

Transactions in foreign currencies during the year are converted into the functional currency using the exchange rate prevailing at the transaction date. Monetary assets and liabilities at the balance sheet date denominated in foreign currencies are translated into the functional currency using the exchange rate prevailing as at that date. The resulting foreign exchange gains and losses from the settlement of such transactions and from year-end translation are recognised on a net basis in the profit and loss account in the year in which they arise.

d) Revenue recognition

The recognition of revenue from contracts with customers is based on the performance obligations identified in the contracts. Revenue is recognized when (or as) the Institute satisfies a performance obligation by transferring a promised good or service (i.e., an asset) to a customer who obtains the control of the asset.

- i. Annual subscription fees and firm licence fees are recognized on a straight-line basis over the subscription period as members receive and consume the benefits of goods or services provided by the Institute.
- ii. First registration fees are recognized as income on completion of application services by granting the member's status to the applicants.
- iii. Income from seminars and workshops, member and associate activities is recognized as the services are rendered.
- iv. Rental income from investment property is recognised on a straight-line basis over the period of the lease.
- v. Interest income is recognised on a time proportion basis using the effective interest method. Once a financial asset is identified as credit-impaired, the effective interest rate is applied to the amortised cost (net of impairment losses) in subsequent reporting periods.
- vi. Audit software licence income is recognised as the services are rendered.

Notes (continued)

1. Material accounting policy information (continued)

e) Income tax

The Institute's membership and subscription income are exempt from Income tax under section 13(2) of the Income Tax Act (Cap. 470) and legal notice No. 168 of 22 October 1980. However, the Institute's rental income is taxable at a rate of 30%. The fair value gains on the Investment Property are subject to Capital Gains Tax 15%.

Tax expense for rentals, therefore, is the aggregate amount of current and deferred tax. Current and deferred taxes are recognised as income or expense in the income statement except to the extent that the taxes relate to items recognised outside the income statement, either in other comprehensive income or directly in equity. Deferred tax is the expected tax payable on the capital gain for the year using tax rates enacted or substantively enacted at the end of the reporting period.

Current tax

Current tax is the amount of income tax payable on the taxable profit for the year, and any adjustment to tax payable in respect of prior years, determined in accordance with the Kenyan Income Tax Act.

Deferred income tax

Deferred tax is determined for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes, using tax rates and laws enacted or substantively enacted at the balance sheet date and expected to apply when the asset is recovered or the liability is settled.

The measurement of deferred tax assets and liabilities reflects the tax consequences that would follow from the manner in which the Institute expects, at the end of the reporting period, to recover or settle the carrying amount of its assets or liabilities. However, for investment property that is measured using the fair value model, there is a rebuttable presumption that the carrying amount of the investment property will be recovered through sale.

Deferred tax assets and liabilities are not recognised on temporary differences arising on the initial recognition of an asset or liability, unless the transaction: (i) at the time of the transaction affects either the accounting and/or taxable profit or loss; or (ii) at the time of the transaction gives rise to equal taxable and deductible temporary differences.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profits will be available against which temporary differences can be utilised. Recognised and unrecognised deferred tax assets are reassessed at the end of each reporting period and, if appropriate, the recognised amount is adjusted to reflect the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

f) Property and equipment

All categories of property and equipment are initially recognised at cost. Property and equipment are subsequently carried at cost less accumulated depreciation and accumulated impairment losses. Historical cost comprises expenditure initially incurred to bring the asset to its location and condition ready for its intended use.

Notes (continued)

1. Material accounting policy information (continued)

f) Property and equipment (Continued)

Buildings are subsequently shown at market value, based on periodic valuations carried out by external independent valuers, less subsequent depreciation. Increase in the building carrying amount because of revaluation is credited to other comprehensive income under the revaluation surplus. However, the increase is recognised in the Income Statement to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss. Negative revaluation is recognised in the Income statement. However, the decrease is recognised in other comprehensive income to the extent of any credit balance existing in the revaluation surplus in respect of the building.

Subsequent costs are included in the asset's carrying value only when it is probable that future economic benefits associated with the item will flow to the Institute and the cost of the item can be measured reliably. Repairs and maintenance is charged to the income statement in the period to which it relates.

Depreciation is calculated using the straight line method to write down the cost or revalued amount of each asset to its residual value over its estimated useful life using the following years:

- Motor vehicles 4 years
- Equipment 4 years
- Computers 4 years
- Furniture and fittings 10 years
- ICPAK occupied space 40 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. Where expectations differ from the previous estimates, any changes are accounted for prospectively as changes in estimates.

An item of property and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on disposal of property and equipment are determined by reference to their carrying amount and are taken into account in determining surplus for the period.

The revaluation surplus is included in equity in respect of an item of property and equipment and are transferred directly to retained earnings when the asset is derecognized. This may involve transferring the whole of the surplus when the asset is retired or disposed of. However, some of the surplus may be transferred as the asset is used by an entity. In such a case, the amount of the surplus transferred is the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost. Transfers from revaluation surplus to general fund are not made through profit or loss.

g) Investment property

Investment property is property held to earn rentals or for capital appreciation or both. Investment property is initially recognised at cost including the transaction costs. Subsequently, investment property is carried at fair value representing the open market value at the balance sheet date determined by annual valuations carried out by external registered valuers (Level 2). Gains

Notes (continued)

1. Material accounting policy information (continued)

g) Investment property (Continued)

or losses arising from changes in the fair value are included in determining the profit or loss for the year to which they relate.

Subsequent expenditure on investment property where such expenditure increases the future economic value in excess of the original assessed standard of performance is added to the carrying amount of the investment property. All other subsequent expenditure is recognised as an expense in the year in which it is incurred.

Investment properties are derecognised either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefits are expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the income statement in the period of derecognition.

h) Leases

Leases under which the Institute is the lessee

On the commencement date of each lease (excluding leases with a term, on commencement, of 12 months or less and leases for which the underlying asset is of low value of Kshs. 500,000) the Institute recognises a right-of-use asset and a lease liability.

The lease liability is measured at the present value of the lease payments that are not paid on that date. The lease payments include fixed payments, variable payments that depend on an index or a rate, amounts expected to be payable under residual value guarantees, and the exercise price of a purchase option if the Institute is reasonably certain to exercise that option. The lease payments are discounted at the interest rate implicit in the lease. If that rate cannot be readily determined, the Institute's incremental borrowing rate is used.

For leases that contain non-lease components, the Institute allocates the consideration payable to the lease and non-lease components based on their relative stand-alone components.

The right-of-use asset is initially measured at cost comprising the initial measurement of the lease liability, any lease payments made on or before the commencement date, any initial direct costs incurred, and an estimate of the costs of restoring the underlying asset to the condition required under the terms of the lease.

Subsequently the lease liability is measured at amortised cost, subject to remeasurement to reflect any reassessment, lease modifications, or revised fixed lease payments.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and any accumulated impairment losses, adjusted for any remeasurement of the lease liability. Depreciation is calculated using the straight-line method to write down the cost of each asset to its residual value over its estimated useful life. If ownership of the underlying asset is not expected to pass to the Institute at the end of the lease term, the estimated useful life would not exceed the lease term.

Notes (continued)

1. Material accounting policy information (continued)

h) Leases (Continued)

For leases with a term, on commencement, of 12 months or less and leases for which the underlying asset is of low value, the total lease payments are recognised in profit or loss on a straight-line basis over the lease period.

i) Impairment of non-financial assets

Non-financial assets that are carried at amortised cost are reviewed at the end of each reporting period for any indication that an asset may be impaired. If any such indication exists, an impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of comprehensive income unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

j) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the first-in first-out (FIFO) method. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

k) Financial instruments

Classification

The Institute classifies its financial instruments into the following categories:

- i) Financial assets that are held within a business model whose objective is to hold assets in order to collect contractual cash flows, and for which the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding, are classified and measured at amortised cost. These were mainly cash and bank balances, trade and other receivables which comprise non-derivative financial assets with fixed or determinable payment that are not quoted in an active market. Loans and receivables are held for their contractual cash flows and hence are initially recognised at fair value. Subsequently, they are recognised at amortized cost using effective interest rate method, less allowance for expected credit losses.
- ii) Financial liabilities: mainly made up of trade and other payables and borrowings are initially recognised at fair value and are subsequently measured at amortised cost, using effective interest rate method.

The Institute recognises a loss allowance for expected credit losses on debt instruments that are measured at amortised cost or at fair value through other incomes. The loss allowance is measured at an amount equal to the lifetime expected credit losses for trade receivables and for financial instruments for which:

Notes (continued)

1. Material accounting policy information (continued)

k) Financial instruments (Continued)

- a. The credit risk has increased significantly since initial recognition; or
- b. There is observable evidence of impairment (a credit-impaired financial asset).

If, at the reporting date, the credit risk on a financial asset other than a trade receivable has not increased significantly since initial recognition, the loss allowance is measured for that financial instrument at an amount equal to 12-month expected credit losses. All changes in the loss allowance are recognised in the Income statement as impairment losses or reversal of impairment losses.

Derecognition/write off

Financial liabilities are derecognized only when the obligation specified in the contract is discharged or cancelled or expires. Financial assets and liabilities are offset, and the net amount reported in the balance sheet only when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

When a financial asset measured at fair value through other comprehensive income, other than an equity instrument, is derecognized, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to Statement of Comprehensive Income as a reclassification adjustment. For equity investments for which an irrevocable election has been made to present changes in fair value in other comprehensive income, such changes are not subsequently transferred to Statement of Comprehensive.

l) Cash and cash equivalents

Cash and cash equivalents include cash in hand and demand and term deposits, with maturities of three months or less from the date of acquisition, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. In the statement of financial position, bank overdrafts are included as borrowings under current liabilities.

m) Post-employment benefit obligations

The Institute operates a defined contribution retirement benefits plan for its employees, the assets of which are held in a separate trustee administered scheme managed by an insurance company. A defined contribution plan is a plan under which the Institute pays fixed contributions into a separate fund, and has no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current or prior periods. The Institute's contributions are charged to the income statement in the year to which they relate.

The Institute and its employees also contribute to the National Social Security Fund (NSSF), a national defined contribution scheme. Contributions are determined by local statute and the Institute's contributions are charged to the income statement in the year to which they relate.

n) Short term employee benefits

The estimated monetary liability for employees' accrued annual leave entitlement and gratuity at the reporting date is recognised as an employment cost accrual. Only senior staffs under contract are entitled to gratuity.

Notes (continued)

1. Material accounting policy information (continued)

o) Grants

Grants are not recognised until there is reasonable assurance that the Institute will comply with conditions attaching to them and that grants will be received. Grants are recognised in the statement of income and expenses on a systematic basis over the periods in which the institute recognises as expenses the related costs for which the grants are intended to compensate.

Specifically, grants whose primary condition is that the Institute should purchase, construct or otherwise acquire non-current assets are recognised as deferred revenue in the statement of financial position and transferred to income on a systematic and rational basis over the useful lives of the related assets.

Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the institute with no future related costs are recognised in income in the period in which they become receivable.

p) Subscriptions received in advance

Subscriptions received in advance also known as deferred/unearned income are subscription fees received from members for subsequent periods as at year end. They are recorded as a liability until the fees are due, at which time they are recognised as income.

2. Significant judgements and key sources of estimation uncertainty

In the process of applying the accounting policies adopted by the Institute, the Council make certain judgements and estimates that may affect the amounts recognised in the financial statements. Such judgements and estimates are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the current circumstances. However, actual results may differ from those estimates. The judgements and estimates are reviewed at each financial reporting date to ensure that they are still reasonable under the prevailing circumstances based on the information available, and any revisions to such judgements and estimates are recognised in the year in which the revision is made.

a) Significant judgements made in applying the Institute's accounting policies

The judgements made by the Council in the process of applying the Institute's accounting policies that have the most significant effect on the amounts recognised in the financial statements include:

- i. Whether the investment property valuation fairly reflects current market value.
- ii. Whether substantially all the significant risks and rewards of ownership of financial assets and lease assets are transferred to other entities.
- iii. whether credit risk on financial assets has increased significantly since initial recognition;
- iv. how to determine the incremental borrowing rate used in the discounting of lease liabilities;
- v. Whether the lease of the property will be renewed or not; and
- vi. Whether the portion of the investment property used for administrative purpose is significant or not.

Notes (continued)

2. Significant judgements and key sources of estimation uncertainty (continued)

b) Key sources of estimation uncertainty

Key assumptions made about the future and other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year include:

Impairment losses.

Estimates made in determining the expected credit losses on financial assets. Such estimates include the determination of probabilities of default including the use of forward looking information, and of losses given default.

3. Nature and extent of risks arising from financial instruments

a) Financial risk management

The Institute's activities exposes it to a variety of financial risks including credit, liquidity and market risks. The Institute's overall risk management policies are set out by the Council and implemented by the management, and focus on the unpredictability of changes in the business environment and seek to minimise the potential adverse effects of such risks on the Institute's performance by setting acceptable levels of risk. The Institute does not hedge against any risks.

i) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Credit risk mainly arises from financial assets, and is managed on a Institute-wide basis. The Institute does not grade the credit quality of financial assets that are neither past due nor impaired. Credit risk on financial assets with banking institutions is managed by dealing with institutions with good credit ratings and placing limits on deposits that can be held with each institution.

Credit risk on trade receivables is managed by ensuring that credit is extended to customers with an established credit history. The credit history is determined by taking into account the financial position, past experience and other relevant factors. Credit is managed by setting a credit limit and credit period for each customer.

The Institute accounts for its credit risk by providing for expected credit losses on a timely basis. Receivables are grouped based on shared credit risk characteristics and days past due. In calculating the expected credit loss rate, the Institute considers historical loss rates for each group of receivables and adjusts for forward-looking macroeconomic data. The gross carrying amount of financial assets with exposure to credit risk at the reporting date was as follows:

Notes (continued)

3. Nature and extent of risks arising from financial instruments (continued)

a) Financial risk management (Continued)

i) Credit risk (Continued)

	Basis for measurement of loss allowance		
	Gross carrying amount (Ksh '000')	Lifetime expected credit losses (Ksh '000')	Net carrying amount (Kshs'000')
As at 31 December 2024			
Subscription receivables net of write-offs	31,360	(30,548)	812
Other receivables	246,614	(118,653)	127,961
Cash at bank and term deposits	434,673	-	434,673
	712,647	(149,201)	563,446
At 31 December 2023			
Subscription receivables net of write-offs	28,364	(25,408)	2,956
Other receivables	223,764	(81,345)	142,419
Cash at bank and term deposits	327,316	-	327,316
	579,444	(106,753)	472,691

Financial assets for which the loss allowance has been measured at an amount equal to lifetime expected credit losses have been analysed above based on their credit risk ratings as follows:

- financial assets for which credit risk has increased significantly since initial recognition but that are not credit impaired;
- financial assets that are credit impaired at the balance sheet date;
- trade and other receivables for which the loss allowance is always measured at an amount equal to lifetime expected credit losses, based, as a practical expedient, on provision matrices.

The age analysis of the trade and other receivables at the end of each year was as follows:

	Current	More than 30 days	More than 60 days	More than 120 days	Total KSh'000'
At 31 December 2024					
Expected Loss Rate	15%	35%	50%	68%	Total
Gross carrying amount- other receivables	6,741	63,078	82,661	94,134	246,614
Gross carrying amounts - subscription receivables	-	-	-	31,360	31,360
Expected credit loss	(1,011)	(22,077)	(41,331)	(84,781)	(149,200)
Net carrying amount	5,730	41,001	41,331	40,713	128,774
At 31 December 2023					
Expected Loss Rate	15%	35%	38%	50%	Total
Gross carrying amount- other receivables	11,374	65,643	49,045	97,702	223,764
Gross carrying amounts - subscription receivables	-	-	-	28,364	28,364
Expected credit loss	(1,687)	(23,033)	(18,750)	(63,283)	(106,753)
Net carrying amount	9,687	42,610	30,295	62,783	145,375

The Institute does not hold any collateral against the past due or impaired receivables. The management continues to actively follow up past due receivables.

Notes (continued)

3. Nature and extent of risks arising from financial instruments (continued)

a) Financial risk management (Continued)

ii) Liquidity risk

Liquidity risk is the risk that the Institute will encounter difficulty in meeting obligations associated with financial liabilities. The Council has developed a risk management framework for the management of the Institute's short, medium and long-term liquidity requirements thereby ensuring that all financial liabilities are settled as they fall due. The Institute manages liquidity risk by continuously reviewing forecasts and actual cash flows, and maintaining banking facilities to cover any shortfalls.

The table below summarises the maturity analysis for financial liabilities to their remaining contractual maturities. The amounts disclosed are the contractual undiscounted cash flows.

	Less than one month Kshs '000'	Between 1-3 months Kshs'000'	Between 3-12 months Kshs'000'	Over 1 Year Kshs'000'	Total Kshs '000'
31 December 2024					
Trade and other payables	70,996	283,191	44,646	-	398,833
Lease liabilities	380	713	3,018	10,313	14,424
Benevolent Fund	-	-	146,971	-	146,971
Subscriptions received in advance	-	90,968	-	-	90,968
	71,376	374,872	194,635	10,313	651,196
At 31 December 2023					
Trade and other payables	63,335	310,531	35,192	-	409,058
Lease liabilities	560	1,108	3,297	7,911	12,876
Benevolent Fund	-	-	124,536	-	124,536
Subscriptions received in advance	-	88,462	-	-	88,462
	63,895	400,101	163,025	7,911	634,932

iii) Market risk

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in market price and comprises three types of risks: currency risk, interest rate risk and other price risk.

Interest rate risk

The Institute cleared the CPA Centre loan in the year 2023. This reduced ICPAK's exposure to liquidity risk.

Currency risk

Currency risk arises on financial instruments denominated in foreign currency. The Institute has no trade receivables, trade payables and borrowings that are denominated in foreign currency.

Other price risk

The Institute is not exposed to other price risk.

b) Capital management

The Institute's objective in managing its capital is to ensure that it supports the furtherance of its objectives and is able to continue as a going concern. Capital is represented by the General Fund. The Institute is not subject to any external equity or capital requirements.

Notes (continued)

4. Subscriptions

	2024 Kshs'000'	2023 Kshs'000'
a) Income		
Non practising subscriptions	215,496	204,121
New non-practicing members application fees	32,063	27,560
Practising	29,568	14,268
Firm licence fees	18,054	15,893
Subscription debtors recovered	23,300	8,384
Associate members	4,412	4,258
Retired	4,249	4,534
Overseas	2,279	2,403
	329,421	281,421
b) Expenses		
Employee benefits (Note 10 b)	53,728	47,185
Advocacy and international relations	24,308	18,264
Professional development	31,622	16,218
Publications	4,055	3,093
IT costs	5,640	5,227
Marketing	2,411	1,238
Telephone, postage, printing and stationery	1,690	1,945
	123,454	93,170
c) Impairment loss		
Subscriptions written off	25,657	30,835
Movement in expected credit loss	5,140	10,909
	30,797	41,744
Net subscriptions income	175,170	146,507

5. Members' services

	2024 Kshs'000'	2023 Kshs'000'
a) Income		
International events	54,601	58,980
National events	669,955	666,007
Nairobi and other branch events	40,552	24,556
Virtual seminars	90,903	90,230
Inhouse trainings	54,710	38,693
Videos and short courses	1,037	738
Certification courses	5,810	4,230
	917,568	883,434

Notes (continued)

5. Members' services (continued)

	2024 Kshs'000'	2023 Kshs'000'
b) Expenses		
International events	33,010	50,749
National events	452,966	416,956
Nairobi and other branch events	35,318	78,758
Virtual seminars	3,107	6,936
Inhouse trainings	14,210	12,034
Videos and short courses	300	784
	538,911	566,217
Employee benefits (Note 10 b)	188,048	165,143
Other expenses	24,286	22,673
	751,245	754,033
c) Impairment loss		
Expected credit loss	23,118	29,071
Net Member services income	143,205	100,330

6. Consultancy

	2024 Kshs'000'	2023 Kshs'000'
Consultancy income	-	8,215
Consultancy expenses	-	(3,636)
Net consultancy income	-	4,579

In the year 2023, the Institute finalized on the OPC Burundi consultancy project and recognised the final income of Kshs. 8.215 million and expenses of Kshs3.636 million.

7. CPA Centre rental income

	2024 Kshs'000'	2023 Kshs'000'
a) Income		
Gross rental income	57,252	59,679
b) Expenses		
Service charge (unoccupied space)	4,998	5,311
Employee emoluments	13,215	10,315
Gross letting commission	-	611
	18,213	16,237
c) Impairment loss		
Expected credit loss	14,201	7,437
d) Finance cost		
Bank mortgage loan	-	677
Net CPA Centre rental income	24,838	35,328

Notes (continued)

8. Operating expenses

	2024 Kshs'000'	2023 Kshs'000'
Governance and oversight costs (Note 31 (ii))	84,851	64,407
Advocacy and international relations	63,525	64,661
Depreciation and amortisation (Note 14, 16, 17)	26,314	16,694
Employee benefits (Note 10 b)	26,864	23,592
Staff meetings and welfare	22,606	21,475
IT costs	16,923	15,681
Service charge	6,127	6,127
Bank charges	3,506	3,289
Insurance	983	1,023
Legal fees	4,941	4,451
Rent and utilities	1,012	2,256
Marketing	2,305	2,842
Telephone, postage, printing and stationery	1,690	1,945
External audit fees	1,993	2,388
Shared services	25,092	3,741
FiRe award	2,000	2,000
Total operating expenses	290,732	236,572

9. Impairment losses

	2024 Kshs'000'	2023 Kshs'000'
Subscription receivables (4c)	30,797	41,744
Corporate receivables (5c)	23,118	29,071
Rental receivables (7c)	14,201	7,437
	68,116	78,252

10. a) Employee benefits

	2024 Kshs'000'	2023 Kshs'000'
Salaries and wages	205,680	171,780
Group life	3,780	3,910
Staff gratuity	12,280	9,670
Pension costs	13,400	7,720
Medical expenses	18,570	17,020
Staff training	2,790	4,990
Leave allowances	910	13,590
Other staff costs	6,330	4,420
Subscriptions	690	600
Recruitment costs	4,210	2,220
Total employee benefit expenses	268,640	235,920

Notes (continued)

10. a) Employee benefits (continued)

b) The allocation of employee benefits is as follows

	2024 Kshs'000'	2023 Kshs'000'
Subscription expenses (Note 4 b)	53,728	47,185
Member services (Note 5 b)	188,048	165,143
Operating expenses (Note 8)	26,864	23,592
	268,640	235,920

11. Other income

	2024 Kshs'000'	2023 Kshs'000'
Interest income	7,061	3,619
Net software subscription	868	1,006
Other miscellaneous income	4,629	2,698
Gain/(loss) on disposal of assets	(1)	253
	12,557	7,576

12. Finance cost

	2024 Kshs'000'	2023 Kshs'000'
Interest expense:		
- Bank mortgage loan	-	677
- Lease liabilities	1,482	1,355
Total finance cost	1,482	2,032

13. Tax expense

	2024 Kshs'000'	2023 Kshs'000'
Current income tax	-	-
Deferred tax expense relating to the origination and reversal of temporary differences (Note 26)	19,341	20,180
Tax expense	19,341	20,180

The tax on the Institute's surplus before income tax differs from the theoretical amount that would arise using the statutory income tax rate of 30% (2023: 30%) as follows:

	2024	2023
Surplus before tax	114,420	105,393
Tax calculated at the statutory tax rate of 30% (2023: 30%)	34,326	31,618
Tax effect of:		
Income not subject to tax	(377,864)	(351,729)
Expenses not deductible for tax purposes	370,509	347,641
Effect of lower tax rate on capital gains, 15% instead of 30%	(7,630)	(7,350)
Tax expense	19,341	20,180

Notes (continued)

14. Property and equipment

	ICPAK Office Space Kshs '000'	Motor vehicle Kshs'000'	Equipment Kshs'000'	Computer Kshs'000'	Furniture & fittings Kshs'000'	Total Kshs'000'
Year ended 31 December 2024						
Cost or valuation						
At start of year	362,000	9,237	17,412	33,305	90,785	512,739
Transfer to investment property (Note 15)	(14,058)	-	-	-	-	(14,058)
Revaluation loss	(768)	-	-	-	-	(768)
Additions	2,445	-	2,505	3,604	956	9,510
Disposals in the year	-	-	-	(100)	-	(100)
At end of year	349,619	9,237	19,917	36,809	91,741	507,323
Accumulated depreciation						
At start of year	-	8,870	14,745	24,255	63,419	111,289
Eliminated on disposal	-	-	-	(84)	-	(84)
Charge for the year	8,619	367	1,163	3,853	8,901	22,903
At end of year	8,619	9,237	15,908	28,024	72,320	134,108
Net carrying amount	341,000	-	4,009	8,785	19,421	373,215
Year ended 31 December 2023						
Cost or Valuation						
At start of year	-	9,237	14,817	28,812	90,783	143,649
Transfer from investment property (Note 15)	362,000	-	-	-	-	362,000
Additions	-	-	2,593	5,685	-	8,278
Disposals in the year	-	-	-	(1,193)	-	(1,193)
At end of year	362,000	9,237	17,410	33,304	90,783	512,734
Accumulated depreciation						
At start of year	-	8,624	14,235	21,867	54,587	99,313
Eliminated on disposal	-	-	-	(859)	-	(859)
Charge for the year	-	244	509	3,247	8,831	12,831
At end of year	-	8,868	14,744	24,255	63,418	111,285
Net carrying amount	362,000	369	2,666	9,049	27,365	401,449

In the year ended 31 December 2024 and 31 December 2023, there was no equipment pledged as a security for liability or restricted for use. Further, assets carrying amounts were not materially misstated or different from their fair value and no funds were received from third parties, as compensation for equipment impaired, lost or given up.

ICPAK occupies 18% (2023: 21%) of the total space of the investment property which is used for administrative purposes.

Notes (continued)

14. Property and equipment (continued)

ICPAK occupied space was valued on 31 December 2024 by Ark Consultants Limited (an independent registered valuer who holds a recognised and relevant qualification and has recent experience in the location and category of building being valued) based on an open market value. The valuation was done before the transfer of the ICPAK space from investment property.

If the ICPAK Office Space was to be stated on the historical cost basis, the carrying values would be Kshs. 341,000,000 (2023: 362,000,000)

The table below shows the amount revaluation of surplus transferred in the year.

	2024 Kshs'000'	2023 Kshs'000'
Proceeds on disposal of assets		
Cost	100	1,193
Accumulated depreciation	(84)	(859)
Gain/(Loss) on Disposal	(1)	253
	15	587

15. Investment property

	2024 Kshs'000'	2023 Kshs'000'
At start of year	1,178,000	1,491,000
Additions	1,078	-
Transfer from property and equipment (Note 14)	14,058	-
Transfer to property and equipment	-	(362,000)
Fair value gains	50,864	49,000
At end of year	1,244,000	1,178,000

Interest in leasehold land is included in the fair value of the investment property.

The fair value of the investment property is based on the valuation carried out on 31 December 2024 by Ark Consultants Limited, independent valuers.

In 2023, the Institute expanded its office space within CPA Centre to 26,636 square feet, a move that, according to the council's judgment, led to ICPAK occupying a significant portion of the total lettable area. This significant increase necessitated a reclassification of the space as Property, Plant, and Equipment (PPE), aligning with the IAS 40, paragraph 10.

The valuation conforms to international valuation standards. The fair value was determined based on the market value approach that reflects recent transaction prices of similar properties. In estimating the fair value of the property, prevailing market conditions in the commercial property industry were considered and it was assumed that the lease of the land will be renewed at minimal cost.

Notes (continued)

15. Investment property (continued)

The valuation conforms to international valuation standards. The fair value was determined based on the market value approach that reflects recent transaction prices of similar properties. In estimating the fair value of the property, prevailing market conditions in the commercial property industry were considered and it was assumed that the lease of the land will be renewed at minimal cost.

Details of the Institute's investment property and information about the fair value hierarchy is as follows;

Non-financial asset	Fair value as at 31 December	Fair value hierarchy	Valuation technique(s) and key inputs	Significant unobservable inputs	Relationships of unobservable inputs to fair value
Investment property 2024	1,244,000,000	Level II	Open market value basis-highest and best use model	Not applicable	Not applicable
Investment property 2023	1,178,000,000	Level II	Open market value basis-highest and best use model	Not applicable	Not applicable

There were no transfers between level I, II and III during the year ended 31 December 2024 and 31 December 2023.

The following amounts are included in profit or loss in respect of the investment properties:

	2024 Kshs'000'	2023 Kshs'000'
Rental income	57,252	59,679
Less: direct rental expenses arising from		
- investment properties that generate rental income	(13,215)	(10,926)
- impairment loss on rentals	(14,201)	(7,437)
Less: direct rental expenses arising from		
- Unoccupied spaces	(4,998)	(5,311)
-Interest on bank mortgage	-	(677)
	24,838	35,328

16. Intangible assets

	2024 Kshs'000'	2023 Kshs'000'
Cost		
At start of year	17,240	17,240
Additions	-	-
At end of year	17,240	17,240

Notes (continued)

16. Intangible assets (continued)

Amortisation

	2024 Kshs'000'	2023 Kshs'000'
At start of year	17,240	16,993
Charge for the year	-	247
At end of year	17,240	17,240
Net book amount		
At end of year	-	-

17. Right-of-Use Assets

Cost

	2024 Kshs'000'	2023 Kshs'000'
At start of year	26,507	24,566
Lease derecognised	-	(1,778)
Additions	5,603	3,719
At end of year	32,110	26,507

Amortisation

At start of year	19,161	16,928
Derecognised	-	(1,383)
Depreciation charge for the year	3,412	3,616
At end of year	22,573	19,161

Net book amount

At end of year	9,537	7,346
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The Institute leases various offices for its 9 branches. The leases of offices are typically for periods of between 2 and 6 years, with options to renew. None of the leases contains any restrictions or covenants other than the protective rights of the lessor or carries a residual value guarantee. The year under review saw ICPAK sign new leases. This was after expiry of previous leases.

Gain/Loss on derecognition of lease

	2024 Kshs'000'	2023 Kshs'000'
Outstanding lease liability	-	611
Cost of lease	-	(1,778)
Accumulated amortization	-	1,383
	-	216

For information on the related lease liabilities, see Note 27.

Notes (continued)

18. VAT receivable

Non - current

VAT recoverable on construction

Current

VAT recoverable on construction (Note 21)

VAT recoverable arose during the construction of the CPA Centre building. Recovery is continuously done from VAT arising from rental income.

	2024 Kshs'000'	2023 Kshs'000'
VAT recoverable on construction	80,687	91,960
VAT recoverable on construction (Note 21)	14,820	12,151

19. Investment in CPA Centre Limited

CPA Centre Limited

	2024 Kshs'000'	2023 Kshs'000'
CPA Centre Limited	50	50

20. Inventories

Seminars and other merchandise

	2024 Kshs'000'	2023 Kshs'000'
Seminars and other merchandise	57,594	45,406

In the year ended 2024, ICPAK bought materials in bulk to cushion itself against forex uncertainty and inflation.

21. Trade and other receivables

Subscription receivables
 Less: provision for expected credit losses (see below)
 Less: Subscriptions written off (Note 4c)
 Net subscription receivables
 VAT recoverable on construction (Note 18)
 Other receivables
 FiRe Award
 Deposits and prepayments
 Staff receivables

	2024 Kshs'000'	2023 Kshs'000'
Subscription receivables	57,017	59,199
Less: provision for expected credit losses (see below)	(30,548)	(25,408)
Less: Subscriptions written off (Note 4c)	(25,657)	(30,835)
Net subscription receivables	812	2,956
VAT recoverable on construction (Note 18)	14,820	12,151
Other receivables	82,718	90,188
FiRe Award	188	-
Deposits and prepayments	22,316	32,434
Staff receivables	8,107	7,646
	128,961	145,375

Other receivables are trade receivables which constitute amounts due from members for products sold or services rendered in the ordinary course of business. They are generally due for settlement within 30 days and therefore are all classified as current.

Trade receivables are recognised initially at the amount of consideration that is unconditional. The Institute holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method. Trade receivables include corporate receivables, rent receivables and interest income receivables.

Notes (continued)

21. Trade and other receivables (continued)

In the opinion of the Council, the carrying amounts of these receivables approximate the fair value. The movement on the provision for impairment losses is as follows:

	2024 Kshs'000'	2023 Kshs'000'
At 1 January	25,408	14,499
Net increase charged to income statement	5,140	10,909
At 31 December	30,548	25,408

For the purpose of the cash flow statement, increase in Trade and other receivables comprise of the below:

	2024 Kshs'000'	2023 Kshs'000'
Decrease/(Increase) in Trade and other receivables	16,414	(52,355)
Non cash adjustments		
- Transfer from non current VAT	11,273	15,000
Increase/(decrease) in trade and other receivables	27,687	(37,355)

22. Term deposits

Current

a) Term deposits (with maturities of more than 3 months from the date of acquisition)

	2024 Kshs'000'	2023 Kshs'000'
At start of year	134,980	128,001
Additions	34,857	6,979
At end of year	169,837	134,980

b) Term deposits can be analysed as follows:

	2024	2023
Maturing within 91 days	97,292	10,401
Maturing after 91 days	72,545	124,579
	169,837	134,980

c) Below is a summary of the term deposits held at amortised cost:

	2024	2023
Benevolent funds	106,208	117,513
Institute operations	63,629	17,467
	169,837	134,980

The investment income arising from term deposits has been disclosed under Benevolent Funds (Note 29) and other income (Note 11).

The fair values of the financial assets are categorised under Level 1 based on the information set out in accounting policy 1(a).

The Institute's term deposits are held with major Kenyan financial institutions and, in so far as the Council is able to measure any credit risk to these assets, it is deemed to be limited.

Notes (continued)

22. Term deposits (continued)

Management monitors the credit quality of financial assets by:

- discussion at the management and Council meetings;
- reference to external historical information available;

The maximum exposure to credit risk as at reporting date is the carrying amounts of the financial assets as disclosed above. None of the financial assets are impaired.

The average interest rate on term deposits at year-end was 15.27% (2023: 10.33%)

23. Cash and bank balances

	2024 Kshs'000'	2023 Kshs'000'
Cash at bank and in hand		
- Institute operations	225,216	186,139
- Benevolent	35,392	2,517
- FiRe Award	4,228	3,680
	264,836	192,336

For the purpose of the cash flow statement, cash and cash equivalents comprise of the above.

As at 31 December 2024 (2023:Nil), there were no cash and cash equivalents that were subject to restrictions other than benevolent fund and FiRe award funds.

The Institute's cash and bank balances are held with a major Kenyan financial institution. In so far as the Council is able to measure any credit risk to these assets, it is deemed to be limited.

24. Designated fund

a) Designated fund

	2024 Kshs'000'	2023 Kshs'000'
At 1 January	13,045	11,670
Net surplus from corporate social responsibility activities (Note 24 (b))	1,296	1,375
At 31 December	14,341	13,045

Designated fund is a restricted fund that is used to fund the CSR activities of the Institute. Since the CSR income and expenditures are accounted under general fund, a transfer of the net CSR income is made every end of year from general fund to the designated fund.

b) Corporate social responsibility activities

	2024 Kshs'000'	2023 Kshs'000'
i) Income		
CSR Income	3,033	2,854
ii) Expenses		
CSR activities	1,737	1,479
Net surplus from corporate social responsibility activities	1,296	1,375

Notes (continued)

24. Designated fund (continued)

Corporate social responsibility activities is the net proceeds from an annual charity golf tournament and other corporate social responsibility (CSR) activities. The net proceeds are credited to designated funds to be utilised for payment of school fees for needy students.

25. Revaluation surplus

The revaluation surplus arose on the revaluation of ICPAK buildings recognized under property and equipments. The surplus is not distributable.

The movement is as shown below:

	2024 Kshs'000'	2023 Kshs'000'
At 1 January	62,943	62,943
Excess depreciation on ICPAK space	(1,554)	-
Revaluation loss on ICPAK office space	(768)	-
At 31 December	60,621	62,943

26. Deferred tax (liability)/asset

Deferred income tax is calculated using the enacted tax rate of 30%, except for capital gains, for which the enacted tax rate of 15% is used (2023: 30% and 15%).

Deferred tax assets/(liabilities), and the deferred tax (charge)/credit in the statement of comprehensive income are attributable to the following items:

	Origination and reversal of temporary differences		
	At start of year Kshs'000'	Credited/ (charged) to profit or loss Kshs'000'	At end of year Kshs'000'
Year ended 31 December 2024			
Investment property at fair value	(67,489)	(6,511)	(74,000)
Tax losses carried forward	24,941	(12,830)	12,111
Net deferred tax liability	(42,548)	(19,341)	(61,889)
Year ended 31 December 2023			
Investment property at fair value	(60,138)	(7,350)	(67,488)
Tax losses carried forward	37,771	(12,830)	24,941
Net deferred tax liability	(22,367)	(20,180)	(42,547)

Notes (continued)

26. Deferred tax liability (continued)

The deferred tax asset has been recognised based on management's projections of future taxable profits that will be available against which the deductible temporary differences and tax losses can be utilised.

27. Lease liabilities

	2024 Kshs'000'	2023 Kshs'000'
Current	2,822	5,632
Non-current	8,360	3,400
	11,182	9,032

The total cash outflow for leases in the year was:

- Payments of principal portion of the lease liability	3,453	4,286
- Payments of interest portion of the lease liability	1,482	1,355
	4,935	5,641

Reconciliation of lease liabilities arising from financing activities:

	2024 Kshs'000'	2023 Kshs'000'
At start of year	9,032	10,210
Lease taken	5,603	3,719
Lease derecognised	-	(611)
Cash flows:		
- Payments under leases	(4,935)	(5,641)
- Interest charged to profit or loss	1,482	1,355
At end of year	11,182	9,032

The Institute recognised lease assets and lease liabilities only for assets which are not of low value as required by IFRS 16.

The leases expiring within one year are subject to review at various dates during the next financial year.

Maturity based on the repayment structure of lease liabilities is as follows:

	2024 Kshs'000'	2023 Kshs'000'
Present value of lease liabilities - minimum lease payments		
Not later than 1 year	2,822	3,123
Later than 1 year and not later than 5 years	8,360	5,909
	11,182	9,032

For more information on the nature of the leases entered into and the related right-of-use assets, see Note 17.

Notes (continued)

28. (a) Trade and Other Payables

	2024 Kshs'000'	2023 Kshs'000'
Trade payables and accrued expenses	192,851	226,376
Advance receipts and refundable deposits	88,335	80,475
Service charge	33,454	31,642
Gratuity	24,484	21,533
Payroll liabilities	37,542	31,693
FiRe award fund	-	3,680
Due to related party (Note 31 (iii))	494	1,525
Deferred grant income (Note 28 (b))	3,600	-
Deferred rental income	2,005	-
Rent deposit	16,068	12,134
	398,833	409,058
b) Deferred grant income		
FSD grants received	5,000	-
FiRe Award expenses	(1,400)	-
	3,600	-

In the opinion of the Council the carrying amounts of these payables approximate the fair value. The maturity analysis of the Institute's trade and other payables is as follows:

	2024 Kshs'000'	2023 Kshs'000'
Within three months	354,187	373,866
Over six months	44,646	35,192
	398,833	409,058

29. Benevolent fund

	2024 Kshs'000'	2023 Kshs'000'
At start of year	124,536	109,156
Interest income	18,881	11,357
Benevolent income	34,917	31,879
Benevolent claims	(27,050)	(23,085)
Benevolent write offs	(3,882)	(4,361)
Accrued expenses	(431)	(410)
At end of year	146,971	124,536
Represented by:		
Term deposits	106,208	117,513
Cash and Cash equivalent	35,392	2,517
Contribution receivable	5,802	4,916
Accrued expenses	(431)	(410)
	146,971	124,536

The benevolent fund was established pursuant to members' resolution at the 38th Annual General Meeting and in congruence with part II, section 5 of the Accountants Act. No. 15 of 2008. The funds support members and their families during bereavement.

Notes (continued)

29. Benevolent fund (continued)

The interest income is attributed to benevolent funds invested in term deposits. These fixed deposits have a maturity term of three months rolling over, with an average interest rate of 15.82% (2023: 9.66%) per annum.

30. Subscriptions received in advance

	2024 Kshs'000'	2023 Kshs'000'
Subscriptions received in advance	90,968	88,462

Subscriptions received in advance relate to subscription income for the succeeding year received in advance in the current year.

31. Related party transactions and balances

The Institute is the sponsor/founder of KCA University. In accordance with the Universities Act, the assets and liabilities are held through a Board of Trustees for the benefit of University Education. In the year ended 31 December 2024, there were transactions that took place between the Institute and KCA University; there were no guarantees given or received.

The following transactions were carried out with related parties:

	2024 Kshs'000'	2023 Kshs'000'
i) Key management compensation		
Salaries and short term employee benefits	64,653	54,296
Post employment benefits	12,747	10,166
	77,400	64,462
ii) Governance and oversight costs (Note 8)		
Council and committee meetings and welfare	57,199	40,160
Sitting Allowance	27,234	22,906
Council Training	418	1,341
	84,851	64,407
iii) Payable to related parties		
Due to KCA University (Note 28 (a))	494	1,525
Due to CPA Centre Limited	50	50
	544	1,575

The receivables from related parties are interest free, have no specific dates of repayment and are unsecured.

Notes (continued)

32. Contingent liabilities

The Institute is a respondent in a legal case where a former employee has been awarded a compensation amounting to Kshs 5.4 million. The Institute is currently assessing its options, including the possibility of an appeal. As of the reporting date, no provision has been recognized in the financial statements, as the outcome of any further legal proceedings remains uncertain. The management continues to monitor the case and will recognize a liability if and when it becomes probable that an outflow of resources will be required.

33. Commitments

As at 31st December 2024, ICPAK has entered into a capital commitment amounting to Ksh. 62 million for the construction of an auditorium located on the 11th floor of its premises. This commitment represents contractual obligations which have not yet been recognized as liabilities in the financial statements. The project is expected to be completed by April 2024, and the costs will be capitalized in accordance with IAS 16. The Institute has assessed its funding sources and confirms that sufficient financial resources are available to meet this commitment.

34. Comparatives

Where necessary, ICPAK reclassifies comparative figures have been reclassified to conform with the changes in presentation in the current year. However in the year 2024 (2023: Nil), there were no material reclassifications.





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