



STRATEGIC PLAN

2078/79 - 2080/81



नेपाल चार्टर्ड एकाउन्टेन्ट्स संस्था
THE INSTITUTE OF CHARTERED ACCOUNTANTS OF NEPAL
(Established under the Nepal Chartered Accountants Act, 1997)

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This Strategic Plan includes extracts from *Nexus 2: The Accountancy Profession- A Global Value Add* the second report based on the research conducted by the Centre for Economics and Business Research (Cebr), an independent economics and business research consultancy commissioned by International Federation of Accountants (IFAC) in 2015, and is used with permission of IFAC. Contact Permissions@ifac.org for permission to reproduce, store or transmit, or to make other similar uses of this document/extract.

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About The Institute of Chartered Accounts of Nepal (ICAN)

We are Guided by the Vision of Credible Accounting Body

The Institute of Chartered Accountants of Nepal (ICAN), an autonomous body, established under an Act, The Nepal Chartered Accountants Act 1997, is entrusted by the statute to promote and regulate the accounting profession in the country. ICAN is committed to contribute in the economic development of the country and under take responsibility of leadership on matters of public interest, constructive submissions on legislation and Government Policy, and enhancement of social recognition and faith in the accounting profession. The Institute provides access to Chartered Accountancy and Accounting Technician education to the aspiring students. Members of the Institute provides professional accounting services and Institute aspire to equip them with the expertise for professional excellence.

ICAN is a full member of the International Federation of Accountants (IFAC), which represents more than three million professional accountants in 135 countries through 180-Professional Accountancy Organizations (PAOs). It is also a full member of Confederation of Asian and Pacific Accountants (CAPA), a regional organization representing thirty-three national professional accountancy organizations in the Asia-Pacific region and South Asian Federation of Accountants (SAFA), a forum of regional Professional Accounting Bodies in the South Asia region.

Furthermore, ICAN is supportive towards:

- Government with constructive suggestions on formulation and revision of legislations relating to industry and commerce, trades, corporate bodies, public financial management, government accounts etc.
- Increasing public awareness regarding accounting and accounting profession so as to enhance the public recognition and trust towards accounting and accounting profession.
- Economic development process by increasing the confidence among investors and general public towards the capital market by pronouncing the standards of disclosures in the financial reporting practices.

“We have come across a long way since we began with zeal to develop, regulate and promote accounting profession in Nepal.”

Message from the President

Dear Professional Colleagues,

I feel a sense of pride to present before you the Strategic Plan (2078/79 – 2080/81) of The Institute of Chartered Accountants of Nepal. This Strategic Plan has been approved by the Council as a roadmap to align the Institute's functional activities to achieve the Institute's goal, for next three years.



This Strategic Plan has been prepared to plan the future activities of the Institute for the period 2078/79-2080/81. The strategic domains of the Strategic Plan 2078/79-2080/81 have been designed by revising and updating the Strategic Plan 2074/75-2076/77 in order to clarify the linkage of the strategic domains with the objectives of the Institute. It has given high priority in regulation and supervision along with other strategic domains. Every strategic domain has its goals and strategic action plan to achieve the set goals. The Strategic Plan has been formulated to plan the future activities of the Institute on the basis of implementation and feedbacks of the Strategic Plan 2074/75-2076/77.

The Strategic Plan (2074/75-2076/77) was successfully implemented and most of the goals specified were achieved. However, COVID-19 pandemic to some extent impacted the activities and expected outcomes of the Strategic Plan 2074/75-2076/77. Moreover, due to the restrictions imposed because of pandemic the strategy formulation process had been delayed and the Institute adopted the strategies of 2074/75 - 2076/77 during the year 2077/78 for attainment of the previous objectives. Thereby, the Strategic Plan 2078/79-2080/81 also matches the tenure of present Council.

The strategic domains are focused on regulation and supervision, professional development, national and international relation and institutional development. With the implementation of this strategic plan, I am confident that the Institute will be able to establish a global standing as a regulator of accounting profession and will aid in the economic development of the nation.

My special appreciation to Vice President, CA. Bhaskar Singh Lala, Immediate Past President, CA. Madan Krishna Sharma, Past Presidents and all the Council Members for their untiring effort evaluating the strategic domains of previous Strategic Plan and setting out the way forward for determining new strategies, goals and milestones. I, together with the Council Members take this opportunity to acknowledge the contribution and support provided by the executive team of the Institute led by Executive Director, CA. Sanjay Kumar Sinha in formulating the Strategic Plan and encouraging a collaborative feedback which helped to ensure the development of focused and realistic goals that align to the need of the Institute.

Finally, I am confident that the Institute will be able to implement the Strategic Plan 2078/79-2080/81 successfully and achieve its mission and objectives. I expect full coordination and support from all our Members, Students, Ministry of Finance, Other Ministries, Office of the Auditor General, Regulatory Bodies, Stakeholders and Development Partners.

Thank You!



CA. Yuddha Raj Oli
President, ICAN

9th Council Members (First Term)



CA. Yuddha Raj Oli
President



CA. Bhaskar Singh Lala
Vice President



CA. Santosh Kalle
Council Member



CA. Chhetra Gopal Pradhan
Council Member



CA. Sujan Kumar Kalle
Council Member



CA. Surendra Shrestha
Council Member



CA. Ram Chandra Khanal
Council Member



CA. Sujan Shrestha
Council Member



CA. Peeyush Anand
Council Member



CA. Prabin Kumar Jha
Council Member



RA. Posh Raj Nepal
Council Member



RA. Bhola Nath Pathak
Council Member



RA. Shankar Gyawali
Council Member



RA. Kesh Bahadur K.C.
Council Member



Mr. Baikuntha Bahadur Adhikari
Council Member



Mr. Baburam Subedi
Council Member



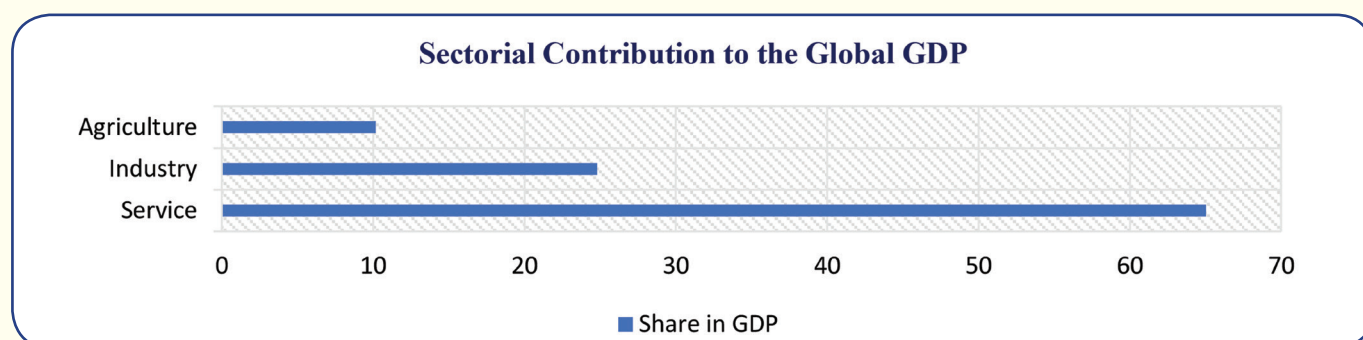
Mr. Umakanta Acharya
Council Member

Overview of the Global and National Economy

Engaged in overall sector of economy, contribution made by the accounting profession to the global economy is continuing and significant. From the micro entity to the multinational corporate houses and corporation, the professional accountants are working both to strengthen professionalism, corporate culture and boost the economy. A glimpse of global and national economy along with the role of accounting profession has been presented below.

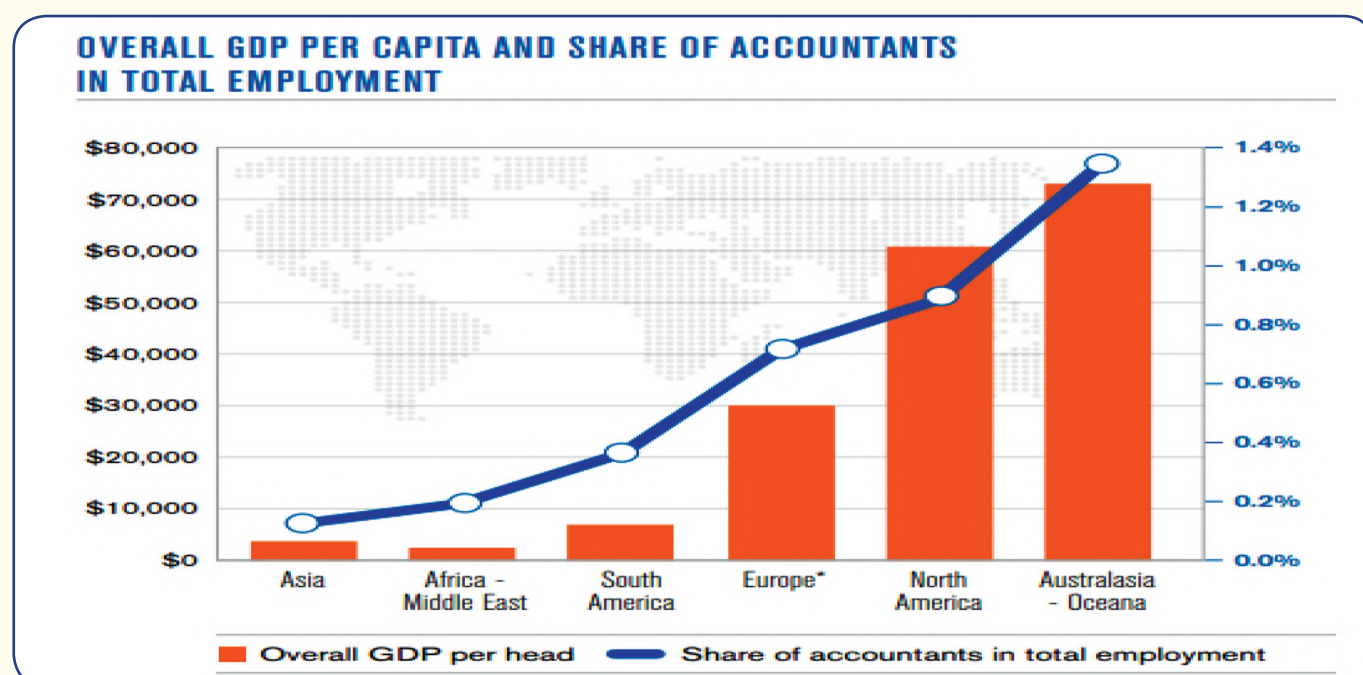
Global Gross Domestic Product (GDP)

In 2019, Global GDP amounted to about 87.35 Trillion U.S. Dollar and the contribution of Service, Industry and Agriculture Sector was 65.04%, 24.79% and 10.17 respectively.

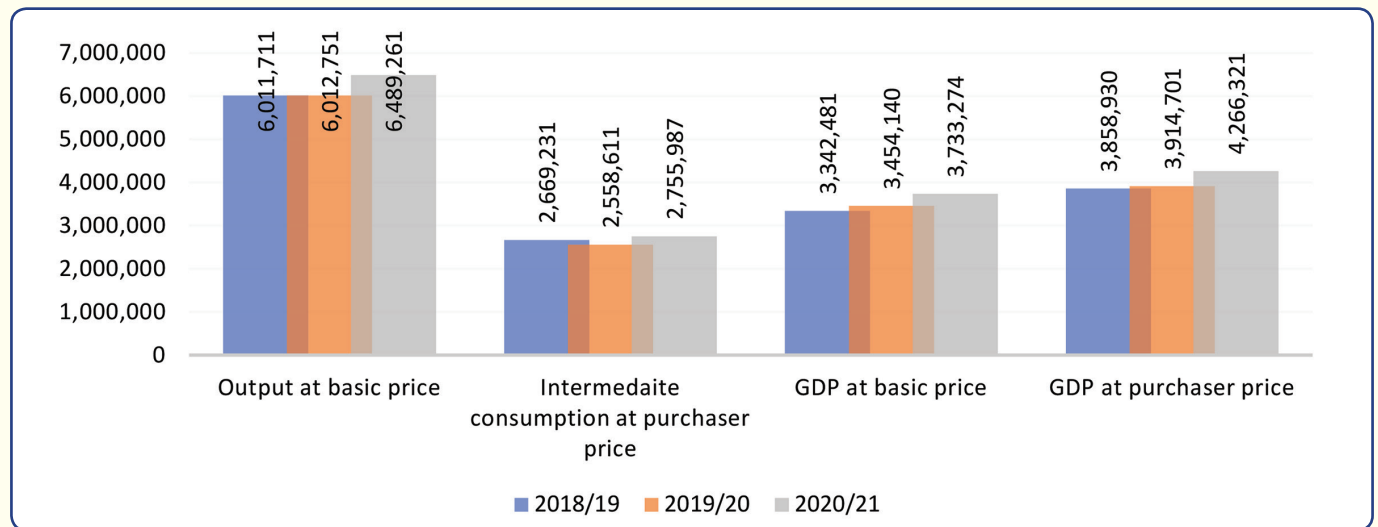


Source: World Bank Data, <https://www.statista.com/>

As per the *Nexus 2: The Accountancy Profession – A Global Value Add*, the second report based on the research conducted by the Centre for Economics and Business Research (Cebr), an independent economics and business research consultancy commissioned by International Federation of Accountants (IFAC) in 2015, IFAC professional accountancy organizations (PAOs) as well as people who identify their roles as accountancy or accountancy support—contributes an estimated \$575 billion gross value added (GVA) annually to the global economy and, of this amount, IFAC PAO members contribute 43% which amounts to \$248 billion. Importantly, the report reveals the correlation between the share of accountants in total employment, and both GDP per capita improvement and improved human development outcomes as presented below:



Size of National Economy (At Current Price)



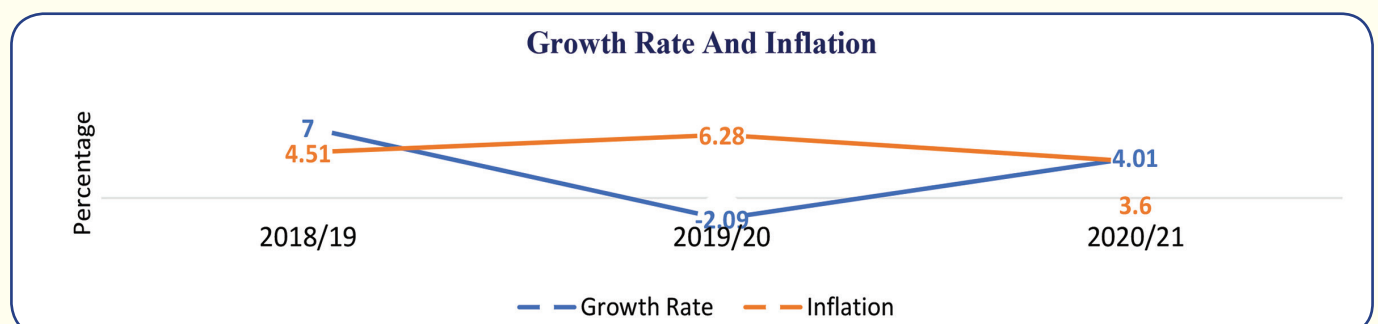
Key Macro Economic Indicators (National)

| Industries | 2018/19 | 2019/20R | 2020/21P |
|--|---------|----------|----------|
| Nominal Per capita GDP (US \$) | 1159 | 1126 | 1191 |
| Nominal Per capita GNI (US \$) | 1171 | 1139 | 1196 |
| Nominal Per capita GNDI (US\$) | 1470 | 1422 | 1486 |
| Final consumption expenditure as % of GDP | 84.70 | 93.65 | 93.38 |
| Gross domestic saving as % of GDP | 15.30 | 6.35 | 6.62 |
| Gross national saving as % of GDP | 42.12 | 32.61 | 31.40 |
| Gross fixed capital formation as % of GDP | 33.82 | 28.43 | 27.26 |
| Exports of goods and services as percentage of GDP | 7.78 | 6.76 | 5.08 |
| Imports of goods and services as percentage of GDP | 41.47 | 33.89 | 32.83 |
| Workers' Remittances as percentage of GDP | 22.79 | 22.35 | 22.28 |
| Resource Gap as percentage of GDP(+/-) | 0.74 | 4.21 | 0.63 |

*R-Revised and P-Preliminary

Source: National Accounts Statistics of Nepal, Central Bureau of Statistics 2020/21 Annual Estimates

Growth Rate and Inflation

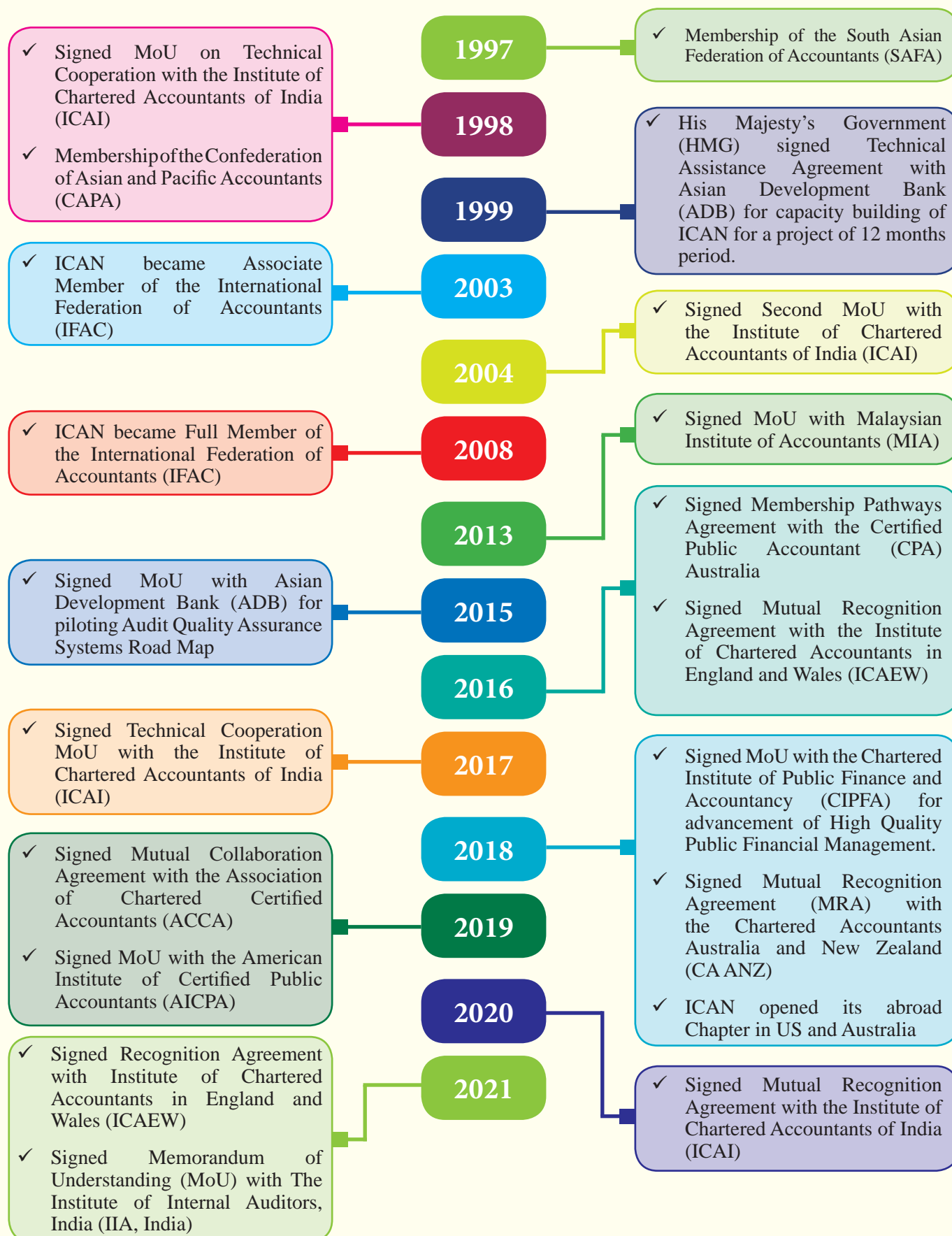


Source: Nepal Rastra Bank, Monetary Policy

Insight of ICAN

International Milestones

The International Milestone of the Institute since its establishment in the Year 1997 has been presented below:



Member's and Student's at a Glance (2077/78)

Total Members **8,909**

Chartered Accountants Members 1,664

Registered Auditors Members 7,245

Chartered Accountants

Fellow Chartered Accountants Members 388

Chartered Accountants Members in Practice 677

Chartered Accountants Firms 559

Chartered Accountants Residing Abroad 104

Chartered Accountants Qualifying from ICAN 625

Female Chartered Accountants Members 255

Female Chartered Accountants Members in Practice 28

Registered Auditors

B Class Registered Auditors Members 3,425

C Class Registered Auditors Members 1,563

D Class Registered Auditors Members 2,257

Female Registered Auditors Members 151

Registered Auditors Firms 2,791

Total Students

Enrolled in CAP- I Level 3,315

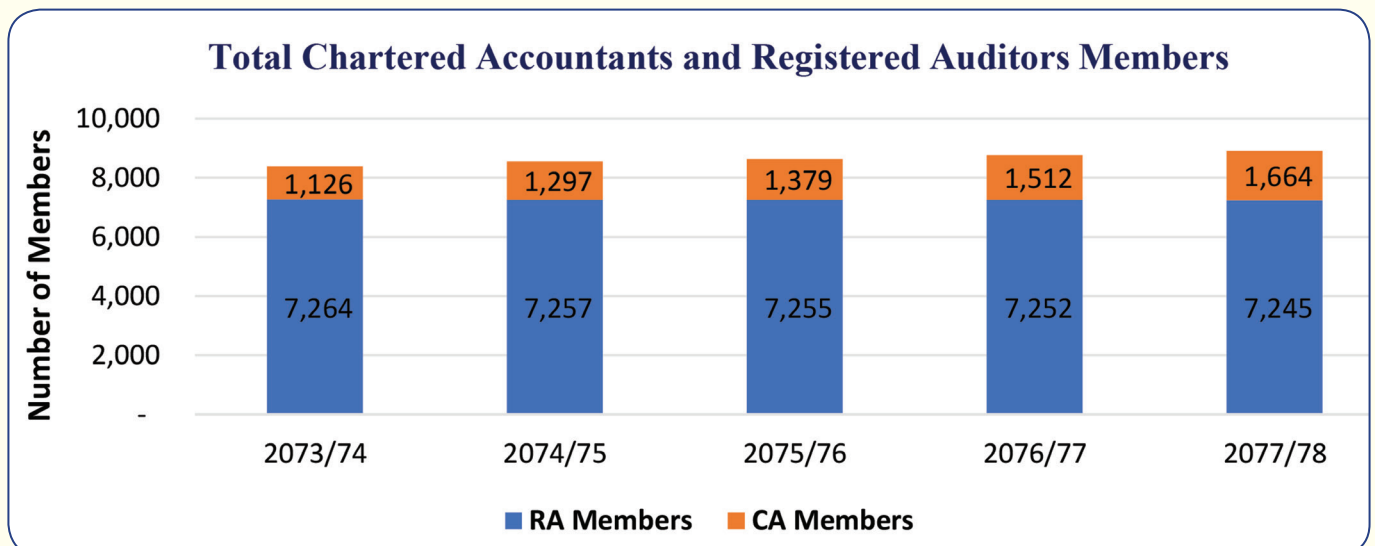
Enrolled in CAP- II Level 4,100

Enrolled in CAP- III Level 1,595

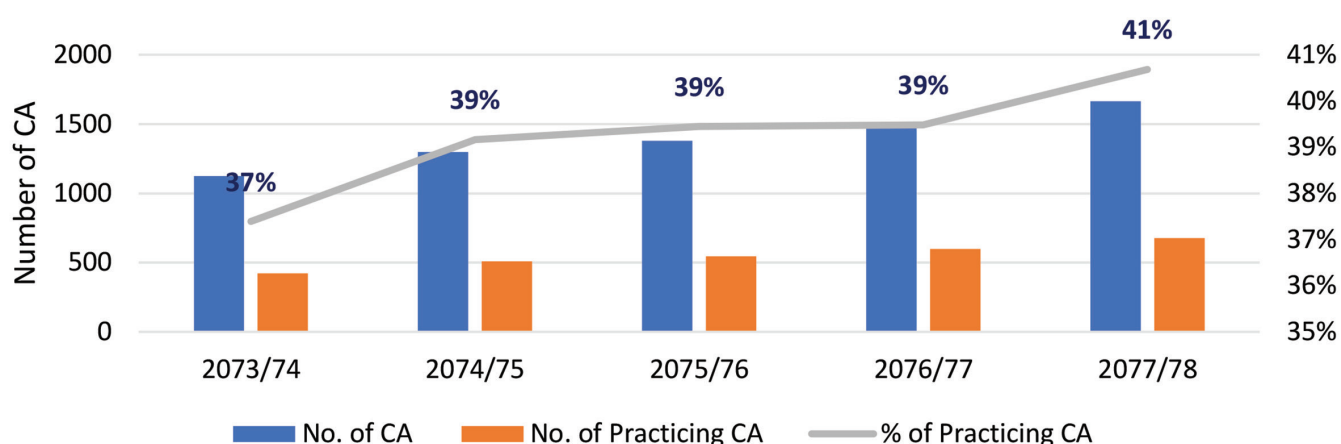
Accounting Technicians

37

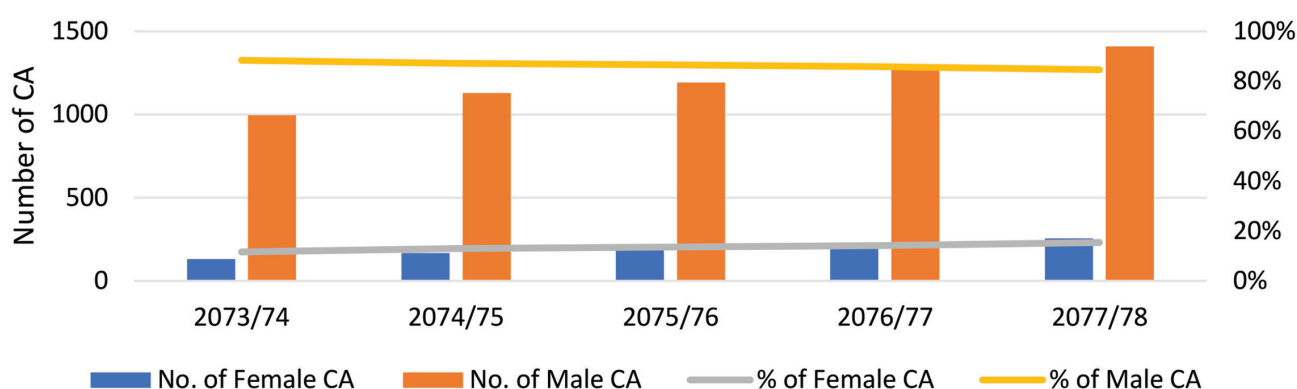
Last Five Year's Presentation



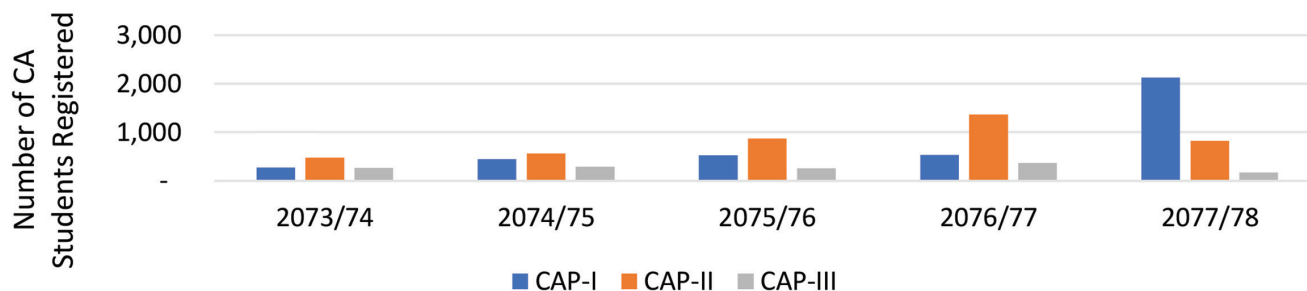
Practicing CA Members



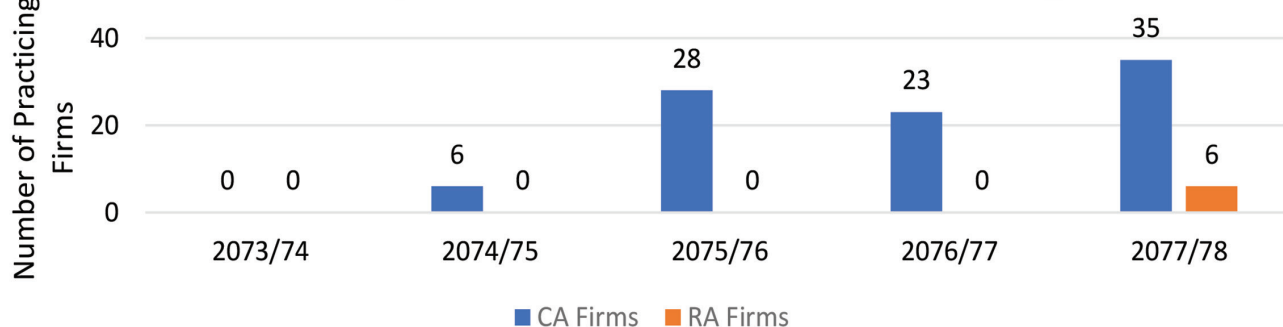
Number of Female and Male Chartered Accountants Members



Number of New Students Registration



Number of Quality Assurance Review Conducted in Practicing Firms



Key Achievements of Strategic Plans 2071/72 -2073/74

The Strategic Plan 2071/72 - 2073/74 was the first Strategic Plan developed by the Institute as an initiation towards developing a strategic direction and setting out measurable goals of the Institute to guide the operation of the Institute and ultimately lead towards achievement of the major objectives behind the establishment of the Institute.

The Strategic Plan 2071/72 - 2073/74 had identified seven strategic domains and covered 94 activities in the action plan. A glimpse of domain-wise key achievements of Strategic Plan 2071/72 - 2073/74, has been presented below:

Domain 1: Public and Government

- Interaction programs on budget, monetary policies, discussion on exposure drafts of various standards were organized in participation of government bodies, donor agencies, professional associations and various stakeholders.
- Quality Assurance Board was formed consisting of government officials, council members and experienced members of the Institute.
- NFRS for SMEs was pronounced for application.

Domain 2: Members and Accounting Profession: Ethics and Capacity Development

- MoU with Pokhara University regarding incorporation of NFRSs and NSAs related subjects in curriculum of Bachelor and Master's Degree was signed.
- Post-Qualification courses on ISA, Dip. IFRS, International Taxation were conducted.
- Guidelines regarding audit of NGOs, School, Cooperatives, VDCs and Municipality were developed and issued.
- Training on NFRS, NSAs, Advanced Excel, etc., were conducted.
- SAFA and CAPA related programs were hosted by the Institute. Member's benevolent fund was established and database for member mapping was set up.

Domain 3: Members and Accounting Profession: Market Development

- Meetings with NRB to introduce bank branch audit was conducted.
- NFRS based on IFRS 2012 was pronounced for application in phased manner.
- Meetings with Inland Revenue Offices and Other Government Authorities were conducted.

Domain 4: Students

- Students participation in International Students Conference and Students Exchange Program was ensured.
- Online system was introduced for hall test registration, hall test result and board exam result.
- CA Syllabus was revised to be effective from December 2016.
- Accounting Technician (AT) Task Force was formed to revise AT Syllabus.

Domain 5: International Relations and Global Positioning

- Membership Pathway Agreement with ICAEW and CPA Australia was entered into.
- Representation in CAPA Board of Directors and in SAFA, as the Vice-President was ensured.

- Meeting were held with World Bank, Asian Development Bank and other donor agencies.
- Exposure visit to the Malaysian Institute of Accounting was done.

Domain 6: Leadership and Influence

- Participate in meetings organized by the Government of Nepal and participated as a Board Member in various Boards.
- Post Qualification period of 10 years has been mandated for being candidate in ICAN Council election.
- Opinion on various laws and policies was provided to the Government of Nepal for improving prevailing laws.
- Vice President nominated to represent the Institute as the spokesperson of the Institute.

Domain 7: Institutional Development and Sustainability

- The Institute shifted to its own building.
- Recruitment and promotion of staff along with necessary training and development was done
- Student's enrollment fee was revised.

Key Achievements of Strategic Plans 2074/75 – 2076/77

The Strategic Plan 2074/75 - 2076/77 was developed to set out a strategic path of the ICAN for the years 2074/75 to 2076/77. Altogether seven domains were identified and overall 98 activities were outlined in the action plan for achieving the set strategic objectives. The Institute has adopted the Strategic Plan 2074/75 - 2076/77 for the Fiscal Year 2077/78 as well. Following are the key achievements of Strategic Plan 2074/75 - 2076/77:

Domain 1: Public and Government

- Quality Assurance Review of 57 Chartered Accountants Firms completed and Quality Assurance Review of Registered Auditors Firms planned.
- Trainings on accounting and related topics have been provided to the government officials.
- Support extended for effective implementation of NFRS in State-Owned Enterprises.
- Pronouncement of NFRS 2018 and NSA 2018.
- Signed Memorandum of Understanding with the Inland Revenue Department for information sharing between IRD and ICAN.
- Quadripartite Memorandum of Understanding signed among the Institute of Chartered Accountants of Nepal, Nepal Rastra Bank, Bankers' Association and Accounting Standards Board for effective implementation of NFRS in banking sector.
- The Nepal Chartered Accountants Regulation 2061 has been amended.
- Organized interaction programs and conducted meetings with the National Regulatory Bodies and discussed about the need for efficient coordination between the Institute and Regulatory Bodies for strengthening the regulatory functions of the Institute and discussed about the implications of issuance of new financial reporting and auditing standards.
- Organized interaction program on Quality Assurance Review Process inviting representatives of Regulatory Bodies and Government Offices.

Domain 2: Members and Accounting Profession: Ethics and Capacity Development

- Published handbook of the Code of Ethics for Professional Accountants based on 2018 edition issued by the International Ethics Standards Board for Accountants (IESBA).
- Audit Practice Manual developed and pronounced for use by the accounting professionals. Similarly, training of audit practice manual provided to the members.
- Unique Document Identification Number (UDIN) was launched and upgraded for effective monitoring of Practices of members.
- Online Know Your Member (KYM) portal was launched to maintain database of complete and updated information of members.
- Continuing Professional Education (CPE) training was organized in different parts of Nepal and Online CPE module was launched.
- Capacity Development Training on various contemporary issues including training on NFRS Complaint Financial Statement, NFRS for MEs, NAS for SMEs and NPOs were organized.
- Certification Course on Forensic Accounting and Fraud Detection (FADA) and Information System Audit (IS Audit) was organized for the members in technical collaboration with the Institute of Chartered Accountants of India (ICAI).
- Refresher Course on Data Analytics was organized.

- Diploma in IFRS course in technical support of the Association of Chartered Certified Accountants (ACCA) was conducted.
- ICAN Advisory Note, on COVID – 19 Impact on Financial Reporting and Auditing” was issued.
- Member’s Welcome, Certificate Distribution Program and Convocation Ceremony were continued.
- Australian Chapter and US Chapter of the Institute of Chartered Accountants of Nepal (ICAN) were set up.

Domain 3: Members and Accounting Profession: Market Development

- Member’s interaction programs were organized in different provinces.
- Interaction Program with the auditors of commercial banks was conducted.
- ICAN Member’s access to ICAI Digital Learning Hub was arranged.

Domain 4: Education

- Online Students Registration System, Online Pre-Test Examination System, Online Board Exam Form, and Online Payment System were developed and operated for the ease of students.
- Soft-copy of Study Materials, Course Books, Suggested Answer Compilations, and Revision Test Papers, have been uploaded in the website for easy access by the students and the members.
- Online Revision Class, for all level students and Crash Course have been organized for facilitating revision by the students appearing in Chartered Accountancy Examination.
- Modality of General Management and Communication Skills (GMCS) Training has been revised and organized for students who either qualified or attempted both group of CAP- III level examinations.
- System to conduct Chartered Accountancy Orientation Program for newly registered students in CAP- I Level has been started on semi- annual basis.
- ICAN Commerce Olympiad and Grand CA Education Fair for students were conducted in school and colleges.
- ICAN Quiz and Elocution Contest for CAP -III level students have been organized on annual basis.
- Participation in International CA Students Conference including SAFA Quiz and Elocution Contest.
- Criteria for provisioning 20% of allocated scholarship to meritorious and diligent students to pursue Chartered Accountancy education student was introduced.
- Organized International CA Students Conference for the first time in Nepal.
- Meeting with the representative of the Institute of the Chartered Accountants in England and Wales (ICAEW) for twinning of ICAN’s syllabus, revision books, exam system and procedures with ICAEW was conducted.
- Meeting with the Deans of Universities conducted to provide equivalency to Chartered Accountancy course with the academic course and degree.
- Conducted Convocation Programs for CAs qualified from ICAN.

Domain 5: International Relations and Global Positioning

- MoU signed with The Institute of Chartered Accountants of India (ICAI) and Chartered Accountants Australia and New Zealand (CA ANZ)
- Signed Mutual Collaboration Agreement with Association of Chartered Certified Accountants (ACCA).

- Memorandum of Understanding (MoU) signed with the Association of International Certified Professional Accountants (AICPA) and MoU signed with the Chartered Institute of Public Finance and Accountancy (CIPFA) for strengthening the public financial management in Nepal.
- Renewed MoU with Asian Development Bank related to Audit Quality Assurance System Roadmap.
- Meeting with representative of Association of International Certified Professional Accountants (AICPA) and discussed the possibility of technical cooperation.
- Hosted SAFA International Conference jointly with Certified Professional Accountants (CPA) Afghanistan. Hosted SAFA Best Presented Annual Report Awards and SAARC Anniversary for Corporate Governance Disclosures Ceremony and hosted Board Meeting of the South Asian Federation of Accountants (SAFA)
- Organized International Conference jointly with Public Expenditure and Financial Accountability (PEFA) Secretariat in association with Confederation of Asian and Pacific Accountants (CAPA).
- Global Webinar on Role of Professional Accountants in Business Continuity, Crisis Management and Financial Reporting: Post COVID – 19 Pandemic and Webinar on “Impact of COVID -19 on Accounting Profession”, “Alleviating the Distress of COVID – 19: Role of Financial Sector”, “Digital Signature and Online Trading” and “Evolving Entrepreneurship, You and Business Success – SMEs Perspective” were organized.

Domain 6: Leadership and Influence

- Participated in International Conference organized by SAFA.
- Participated in IFAC Council Meeting, SAFA Board and Committee Meeting, CAPA Board and Committee Meeting.
- Interaction program with Office of the Auditor General (OAG) and Financial Comptroller General Office (FCGO) was organized.
- Meeting with representative of Nepal Rastra Bank, Office of Company Registrar and Inland Revenue Department conducted.
- Meeting with the representative of the World Bank and representatives of Auditing and Accounting Standards Board of Bhutan (AASBB) conducted.

Domain 7: Institutional Development and Sustainability

- Organogram of the Institute has been revamped to centralize the functioning of management under two directorate, Technical Directorate and Administrative Directorate.
- Competent technical and non-technical staffs were recruited.
- Trainings were provided to the staffs.
- Digitalization of most of the operations of the Institute was done and Website of the Institute was updated.
- Started circulation of Monthly E-News to the members.

STRATEGIC PLAN

2078/79-2080/81



Rationale for the Strategic Plan 2078/79 - 2080/81

The Strategic Plan has been developed to provide a roadmap to align the Institute's functional activities to achieve the Institute's goal, for next three years from 2078/79 to 2080/81. The strategies are grouped in six domains. The Strategic Domains, Key Strategies and Action Plans are determined being focused on the Vision, Mission, Core Values and Objectives of the Institute. The Strategic Plan is expected to provide a strategic direction to the activities of the Institute, guide towards the achievement of targeted milestones and lead towards achievement of core objectives of the Institute.

The Strategic Plan 2078/79 - 2080/81 has been developed to face the changing environment needs, and adopt and excel in international level. Implementation status and outcome of the Strategic Plan 2074/75 - 2076/77 and Strategic Plan 2071/72 - 2073/74 has been duly considered while drafting the Strategic Plan 2078/79-2080/81. The programs initiated earlier and ongoing action plans of Strategic Plan 2074/75-2076/77 are accommodated in the Strategic Action plan of 2078/79 - 2080/81.

Accordingly, the strategic domain from the Strategic Plan 2074/75 - 2076/77 has been thoroughly reviewed and revised in the Strategic Plan 2078/79 - 2080/81. Major emphasis has been placed in the Regulation and Supervision Role of the Institute. Likewise, strategies are developed to lead the Institution, its members and students towards international standings.

Comparative strategic domains of strategic plan 2078/79 - 2080/81 and 2074/75 - 2076/77 has been presented below:

| Strategic Domains of Strategic Plan 2078/79 - 2080/81 | Strategic Domain of Strategic Plan 2074/75 - 2076/77 |
|--|--|
| <ol style="list-style-type: none"> 1. Regulation and Supervision 2. Professional Development 3. Education 4. National Relation: Public and Government 5. International Relation: Global Positioning and Leadership 6. Institutional Development and Sustainability | <ol style="list-style-type: none"> 1. Public and Government 2. Members and Accounting Profession: Ethics and Capacity Development 3. Members and Accounting Profession: Market Development 4. Education 5. International Relations and Global Positioning 6. Leadership and Influence 7. Institutional Development and Sustainability |

Strategic Domain 1 focuses on Regulation and Supervision as the core function of the ICAN. Strategic Domain 2 (Members and Accounting Profession: Ethics and Capacity Development) and Domain 3 (Members and Accounting Profession: Market Development) of Strategic Plan 2074/75 - 2076/77 has been revised as Domain 1 (Supervision and Regulation) and Domain 2 (Professional Development) of Strategic Plan 2078/79 - 2080/81. Likewise, the strategic domain 5 (International Relations and Global Positioning) and Domain 6 (Leadership and Influence) of Strategic Plan 2074/75 - 2076/77 has been realigned under Domain 5 (International Relation: Global Positioning and Leadership) of Strategic Plan 2078/79 - 2080/81.

The Strategic Plan has been drafted after analysis of the strength, weaknesses, opportunities and threats of the Institute and placing due consideration for the matters of concerns of the stakeholders. Hence, upon successful implementation of this strategic plan the Institute shall outstand as a regulator and achieve the core objectives of the Institute.

Vision, Mission, Core Values and Objectives

VISION: Establish ICAN as a “Credible Professional Accounting Body”.

MISSION: Promote the Regulate High Quality Financial Reporting and Develop Competence of Professional Accountants to Enhance Reputation in all Sectors of the Economy.

CORE VALUES: Core Values are trust, mutual respect, innovation, relevance, accountability, integrity, fairness and professional excellence.

OBJECTIVES

- To play effective role of a regulatory body to encourage the members to carry on accounting profession being within the extent of the code of conduct in order to consolidate and develop accounting profession as a cause for economic development of the nation.
- To enhance social recognition and faith in accounting profession by raising awareness of the general public towards the importance of accounting profession and the economic and social responsibility of professional accountants.
- To develop, protect and promote the accounting profession by enabling professional accountants understand their responsibility towards the importance of the accounting profession and accountancy.
- To develop mechanism of registration, evaluation and examination of accounting professionals in consonance with international norms and practice so as to make the accounting profession respectable and reliable.

Strategic Domains

The Strategic Domains of the Strategic Plan 2078/79 - 2080/81 are:



Strategic Goals and Priorities

| Goals | Priorities |
|---|---|
| Strategic Domain 1: Regulation and Supervision | |
| To develop and administer independent and transparent self-regulatory mechanism that ensures adherence to higher ethical standards for all the members to help enhance the reputation of the profession in public and government and operate the regulatory function with greater priority. | <ul style="list-style-type: none"> ■ Review of Nepal Chartered Accountants Act, 2053 and Regulation, 2061 to ensure continued relevance to the need of profession. ■ Develop an independent and transparent regulatory mechanism to standardize the accounting and auditing practice that keep pace with changing situation. ■ Design a monitoring and supervision system to manifest best practice and highest standards in the areas of accounting, auditing and ethics. |
| Strategic Domain 2: Professional Development | |
| To enhance, promote and protect the reputation of the member and establish ICAN's members as an efficient and effective accounting service providers in government and corporate sector. | <ul style="list-style-type: none"> ■ Strengthen member's capabilities and competencies through regular training and development programs. ■ Enhance the recognition of profession in international and national level and expand the scope of members both in practice and industry. |
| Strategic Domain 3: Education | |
| To provide quality education following the international education standard issued by the International Education Standard Board (IESB) of IFAC and courses offered by national universities to facilitate the students. | <ul style="list-style-type: none"> ■ Design international level CA curriculum and training mechanism. ■ Innovation and new developments in the areas of accounting. ■ Stimulate students towards accounting profession and create environment for exploring the student's potentials at national and international levels. |
| Strategic Domain 4: National Relation - Public and Government | |
| To lead and engage in policy reform processes of the government by speaking on areas where the profession's expertise is highly relevant. | <ul style="list-style-type: none"> ■ Regular study and participate in formulating various laws and policies by the Government of Nepal and other Regulatory Bodies and make provision to ensure representation of the Institute in various government standings. |
| Strategic Domain 5: International Relation - Global Positioning and Leadership | |
| To harmonize with international standards in the areas of education and other technical standards and to create an environment of mutual recognition and understanding with international accounting bodies and foster international relationship to make ICAN recognized as a world class accounting body. | <ul style="list-style-type: none"> ■ Creating global opportunities and recognition for ICAN members. ■ Honor commitments made with International Accounting Bodies. |
| Strategic Domain 6: Institutional Development and Sustainability | |
| To ensure that ICAN is governed with appropriate governance structures and resources. | <ul style="list-style-type: none"> ■ Ensuring availability of resources- financial and non-financial for smooth operation of the Institute. ■ Restructuring organization and management system as per the need of the time with clear direction to execute responsibility. |

Key Strategies, Strategic Objectives and Action Plans

| Strategic Domain 1: | Regulation and Supervision |
|------------------------------|--|
| <i>Strategic Objectives:</i> | <i>Strengthen the legal framework of the Institute to enhance the regulatory and supervisory power and functions of the Institute and demonstrate as a responsive Professional Body and Regulator.</i> |

Strategic Actions Plan:

Strategy 1.1: Review and Amend the Nepal Chartered Accountants Act, 2053 and Regulation, 2061 to Ensure Continued Relevance to the Need of Profession

- 1.1.1 Review of Nepal Chartered Accountants Act, 2053 and Regulation, 2061 to identify the required amendments and updates that are needed to be made in the Act and Regulations in the changed context.
- 1.1.2 Propose amendment and submission of Nepal Chartered Accountants Act and Regulation to GoN for approval.
- 1.1.3 Review existing practice and access future prospects to enhance regulatory functions of the Institute.

Strategy 1.2: Strengthening Independent and Transparent Regulatory Mechanism of the Institute

- 1.2.1 Realign Code of Ethics and issue necessary guidelines to further clarify the provision specified in the Code of Ethics.
- 1.2.2 Study and prepare Research Report on setting up a cut-off level for audit with the objective to promote full-phase implementation of applicable standards and guidelines issued by the Institute.
- 1.2.3 Devising action plan and coordination with the ASB, Nepal and AuSB, Nepal for pronouncement and smooth implementation of standards along with development of Internal Audit Standards.
- 1.2.4 Provide technical support and develop guidance notes as well as other support contents for Standards implementation.
- 1.2.5 Establish a help desk comprising of External Experts and Professional Staffs of the Institute for timely addressing the issues of members and stakeholders.
- 1.2.6 Develop Guidelines related to Information System Audit, Branch Audit and Risk Based Internal Audit.
- 1.2.7 Provide proactive support to other regulators including; NRB, IRD, SEBON, OCR, Insurance Board etc., on any contemporary topics related to accountancy.
- 1.2.8 Upgrade the existing Audit Universe and develop Research Universe.

Strategy 1.3: Strengthen Monitoring and Supervisory Role of the Institute

- 1.3.1 Enhance quality of Practicing Firms by strengthening Quality Assurance Review.
- 1.3.2 Effective and speedy execution of Disciplinary Process.
- 1.3.3 Study on extending scope of monitoring and supervision to the Members in Industry.

| Strategic Domain :2 | Professional Development |
|------------------------------|--|
| <i>Strategic Objectives:</i> | <i>Enhance highest standards of professional competence and ethical conduct in consonance with international norms and practices, so as to construct respectable and reliable accounting profession and contribute towards nation's development.</i> |

Strategic Actions Plan:

Strategy 2.1 Enhance Member's Training and Development

- 2.1.1 Expand and realign the CPE training modality to strengthen the CPE and deliver extensive knowledge to the members by ensuring quality in the overall areas of CPE including the topics coverage, faculty, delivery modes etc.
- 2.1.2 Developing and organizing Post Qualification and Certification Courses related to IS Audit, IFRS/ NFRS, evolving topics: Data Analytics etc. shall also be designed exclusively with the objective to broaden international job opportunities of Members.
- 2.1.3 Development of E-Library for Members.
- 2.1.4 Launching and encouraging Practicing Members on use of Practice Management Software.
- 2.1.5 Encourage system-based audit practice by use of Audit Software Tools.

Strategy 2.2 Strengthen Member's Scope through Market Development

- 2.2.1 Develop new avenues for merger of Practicing Firms and Professional Partnership scope of firms.
- 2.2.2 Design a framework for promoting and networking of Practicing Firms with International Firms.
- 2.2.3 Liaison with Government Bodies for increasing the scope of members and inducing the provision related to Bank Branch Audit, Compliance Audit, Due Diligence Audit, Labour Audit, Certifications etc.
- 2.2.4 Creating avenues for Members in Industry by liaising with Government Bodies, Provincial Bodies and other Corporate Bodies.
- 2.2.5 Development of Career Placement System for facilitating Member's in Industry.
- 2.2.6 Develop Study Report about type of Certification Course required in the national market and design course, training modality and organize classes for members as well as non-members of the Institute.

| Strategic Domain :3 | Education |
|------------------------------|---|
| <i>Strategic Objectives:</i> | <i>Deliver international level education, training and professional development opportunities in line with the International Educations Standards to create global professionals.</i> |

Strategic Actions Plan:

Strategy 3.1: Strengthening the Chartered Accountancy Education System

- 3.1.1 Design a new curriculum for CA Course that is relevant to meet the expectations of national as well as global profession and develop the course material, modality of examination, evaluation system, training requirement under new course along with appropriate provision for transition from old to new course. New Curriculum will be prepared concentrating on the strategic decision making and analytical skills of the students.
- 3.1.2 Optional subject related to emerging topics such as; international taxation, data analytics, taxation and laws of specific foreign country shall be introduced in the CA curriculum.
- 3.1.3 Develop E-Learning Platform for students along with revamping the library with addition of new edition books.
- 3.1.4 Introducing the content of Public Finance Management in the CA curriculum.
- 3.1.5 Develop Study and Research Report regarding listing and recognition of articleship in other PAOs

and industrial trainee in international corporate houses and international state-owned Enterprises to be considered as articleship period of the students.

- 3.1.6 Reform articleship modality to align with the changing need of global profession and full phase digitalization of articleship reporting system.
- 3.1.7 Promotion and channelization of industrial trainee through regular monitoring and regulating activities shall be performed.
- 3.1.8 Trainings to the students shall be redesigned to help to promote the intercommunication and presentation skill of the students and boost the self-esteem of the students.
- 3.1.9 Training to newly qualified members will be designed to focus on the Professional Enhancement of Members.
- 3.1.10 Reform the modality of GMCS Training, Students Orientation Program, Articleship Orientation Program and develop Practical Audit Training Programs for students in articleship period.
- 3.1.11 Study on the scope of Remote Examination.

Strategy 3.2: Support the Students with More Facilities

- 3.2.1 Study on scope for entry in CA course for those qualifying from other international professional accountancy course. (Such as: CFP, CMA, etc.)
- 3.2.2 Introduction of new professional courses like PFM, Cost and Management Accounting and others.
- 3.2.3 Partnering with University Grant Commission (UGC) for providing Equivalency to Chartered Accountancy Course.
- 3.2.4 Organize student programs like; Quiz, Debate, Olympiad, Elocution Contest, Sports Activities and encourage student's participation in National and International level students' program.
- 3.2.5 Conduct activities on Student's Welfare including Scholarship Scheme, Insurance Scheme and Grievances Management.
- 3.2.6 Conduct regular CA Examination at well-equipped examination centers throughout the country.
- 3.2.7 Study on the scope of Multi-level Certification System along with government recognition for those certificates shall be ensured to promote job security among the CA aspirants.
- 3.2.8 Exemption / Credit hour in the articleship shall be provided to students who have joined CA after having Bachelor's Degree (or higher).
- 3.2.9 Expand the Career Counseling Activities and Increase the Branding of ICAN via social network as well as other programs.
- 3.2.10 Updating Accreditation Guidelines for regulating the CA Tuition Centers.

Strategy 3.3: Promote overall Accounting Education

- 3.3.1 Liaison with universities to incorporate Nepal Financial Reporting Standards, Nepal Standards on Auditing, Taxation and Corporate Laws in the relevant subjects in their academic syllabus.

Strategy 3.4: Promote Accounting Technician Education and Their Scope

- 3.4.1 Review the Accounting Technician Curriculum and Training Modality.
- 3.4.2 Upgrade Accounting Technician Portal in website to promote AT Education.
- 3.4.3 Work for development of Accounting Technicians in alignment with international developments.
- 3.4.4 Update Accounting Technician Byelaws.

| Strategic Domain :4 | National Relation: Public and Government |
|-----------------------|---|
| Strategic Objectives: | <i>Develop strategic relationships with stakeholders in government and the corporate sector as a partner in nation building and to ensure that national strategic goal and the market duly value the pre-eminence of the accounting profession.</i> |

Strategic Actions Plan:

Strategy 4.1: Work as a Pillar for Economic Development of the Nation

- 4.1.1 Continuous interaction with the government bodies, MoF and departments including government and elected representative and ensuring the Institute's participation in formulating various fiscal and corporate policies and laws.
- 4.1.2 Provide proactive support and suggestion to other regulators and government bodies in framing various regulatory and economic policies.
- 4.1.3 Take leadership role and provide support in smooth implementation of NPSAS, by organizing training, interaction program, issuing guidelines etc. and play active role in strengthening public financial management.
- 4.1.4 Contribute government and other regulators including NRB, IRD, OCR, Beema Samiti, SEBON etc., by conducting research on implications of various fiscal, corporate laws and policies on national economy.
- 4.1.5 Develop strong presence in Government by contributing in formulation of national level policy of Government.
- 4.1.6 Support Province and Local Level Governments for accounting, reporting and audit.

Strategy 4.2: Promote Credibility and Reliability by developing Social Recognition and faith in Accounting Profession

- 4.2.1 Conduct interaction programs and open forum discussion in collaboration with Office of the Auditor General.
- 4.2.2 Liaison with national regulatory bodies and Office of Auditor General to develop mutual respect and trust among one another to promote transparency, accountability and standardizing the audit practice.

| Strategic Domain :5 | International Relation: Global Positioning and Leadership |
|-----------------------|---|
| Strategic Objectives: | <i>Leverage global opportunities by harmonizing with the international education and technical standards to broaden the reach and influence of the ICAN members in other countries and to support development of the accounting profession through MoU/MRA and Technical Collaboration Agreement with foreign Professional Accountancy Organizations.</i> |

Strategic Actions Plan:

Strategy 5.1: Enhance Global Standing of the Institute

- 5.1.1 Expanding the MRAs, MoUs and Technical Collaboration Agreements with other PAOs.
- 5.1.2 MoU/MRA and Technical Collaboration Agreement with PAOs and International Bodies shall be made effective with the objective to broaden the scope for member who aim to pursue accounting profession in foreign countries.

Strategy 5.2: Promote the Institute Globally

- 5.2.1 Represent Institute at International Level.
- 5.2.2 Leadership, Interaction and Contribution to International Bodies (IFAC, CAPA and SAFA)
- 5.2.3 Organizing and hosting the International Program/Workshop and Conference including SAFA/CAPA Programs.
- 5.2.4 Overseas Chapter Management.

| Strategic Domain :6 | Institutional Development and Sustainability |
|------------------------------|--|
| <i>Strategic Objectives:</i> | <i>Ensure organizational effectiveness through appropriate structure, resources and process reengineering.</i> |

Strategic Actions Plan:

Strategy 6.1: Strengthening the Governance

- 6.1.1 Monitoring the activities of the Executive Team and Non-Standing Committees.
- 6.1.2 Review and update the internal policies and byelaws to cope with the changes.
- 6.1.3 Organizational revamp including process reengineering.
- 6.1.4 Develop result-based management to promote transparency and accountability.

Strategy 6.2: Efficient and Effective Resource Management

- 6.2.1 Dedicated faculty development incorporating external experts, foreign tutors' and technical staffs of the Institute for developing research papers, study material, recorded / live class for students, CPE materials and other trainings to members and developing research culture in the Institute.
- 6.2.2 Promote branding of the Institute with the objective to enhance the social and public recognition of the Institute and the Profession.
- 6.2.3 Recruitment and retention of competent human resources.
- 6.2.4 Horizontal expansion of ICAN Offices at Provincial Level.
- 6.2.5 Promote transparency in the administrative and financial activities.
- 6.2.6 Ensuring the sustainability of the Institute.
- 6.2.7 Digitalization of ICAN's activities.
- 6.2.8 Conducting survey to obtain recommendation of members and students for optimization of service delivery by the Institute.
- 6.2.9 Timely evaluation of the activities and mapping the performance with target, with the objective to identify the problem and finding out possible way out for the same.
- 6.2.10 Engage in various corporate social responsibilities activities.

Expected Major Outcomes and Key Indicators

The Institute will draft its annual program based on the strategic action plans and upon successful implementation of the strategic action plans the Institute expects to achieve the strategic objectives of the Institute. Expected outcomes and performance indicators, listed in the box below, shall be used to measure the implementation status of the Strategic Plan 2078/79-2080/81.

| Key Indicators | |
|--|---|
| Strategic Domain 1: Regulation and Supervision | |
| ■ | Nepal Chartered Accountants Act, 2053 and Regulation, 2061 shall be updated and amended by incorporating the requirements of the changed context. |
| ■ | Implementation status assessment of NFRS and NSAs shall be carried out and coordination meeting shall be conducted with AuSB, Nepal and ASB, Nepal regularly to address the complex matters of the Standards. |
| ■ | Guidelines on relevant and complex matters of NFRS and NSAs shall be issued. |
| ■ | Help Desk comprising of the external experts and technical staffs of the Institute shall be established to address the complex and doubtful matters of Standards in timely manner. |
| ■ | Various recommendation letter related to accounting profession shall be issued to other regulatory and government bodies. |
| ■ | UDIN shall be upgraded and research universe shall be developed. |
| ■ | Onsite and Offsite Quality Assurance Review shall be conducted. |
| ■ | Disciplinary Proceedings shall be conducted in timely manner. |
| ■ | Activities related to extending scope of monitoring and supervision to the Members in Industry shall be carried out. |
| Strategic Domain 2: Professional Development | |
| ■ | Post Qualification and Certification Course shall be organized regularly. |
| ■ | E-Library for members shall be developed. |
| ■ | Practice Management Software shall be launched for use by the Practicing Members. |
| ■ | System Based Audit shall be promoted. |
| ■ | Scope for merger of CA and RA Firms, Partnership of CA/RA Firms with other professional firms (such as: law firms, engineering firms etc.) and limited liability partnership shall be included in the Act and necessary guidelines shall be issued. |
| ■ | Guidelines for promoting networking of Practicing Firms with International Firms shall be issued. |
| ■ | Scope and standing of the Members in Industry shall be increased. |
| ■ | Career Placement Portal will be widely used. |
| ■ | University partnering for granting equivalence to the members shall be conducted. |

Strategic Domain 3: Education

- New curriculum, study material, evaluation system and first batch in new course to be registered by 2022/23.
- New Course such as Cost Accounting, Public Finance Management etc., shall be launched.
- E-Learning Platform for students shall be widely used.
- Remote examination shall be conducted for some levels of CA Examination.
- Provision for articleship in other PAOs and international platform for industrial trainee shall be introduced.
- Easy entrance and way out for other professional course for joining CA course shall be developed.
- Student's Welfare such as: Scholarship Scheme, Insurance Scheme and Grievances Management shall be expanded.
- Multi-level Certification shall be issued.
- Career Counseling Activities shall be increased.
- Accounting Technician (AT) education shall be promoted.

Strategic Domain 4: National Relation: Public and Government

- Institute's participation in formulation of various fiscal and corporate laws shall be ensured.
- Suggestion to other regulators and government bodies in framing various regulatory or economic policies shall be provided.
- Program and Guidance on NPSAS shall be issued.
- Research on implications of various fiscal, corporate laws and policy on national economy shall be conducted.
- Interaction program with Office of the Auditor General and other government bodies and regulators shall be increased.

Strategic Domain 5: International Relation: Global Positioning and Leadership

- MRAs/MoUs/Technical Collaboration Agreements with other PAOs shall be increased.
- Program and contribution to International Accounting Bodies including International Bodies like IFAC, CAPA and SAFA shall be increased.

Strategic Domain 6: Institutional Development and Sustainability

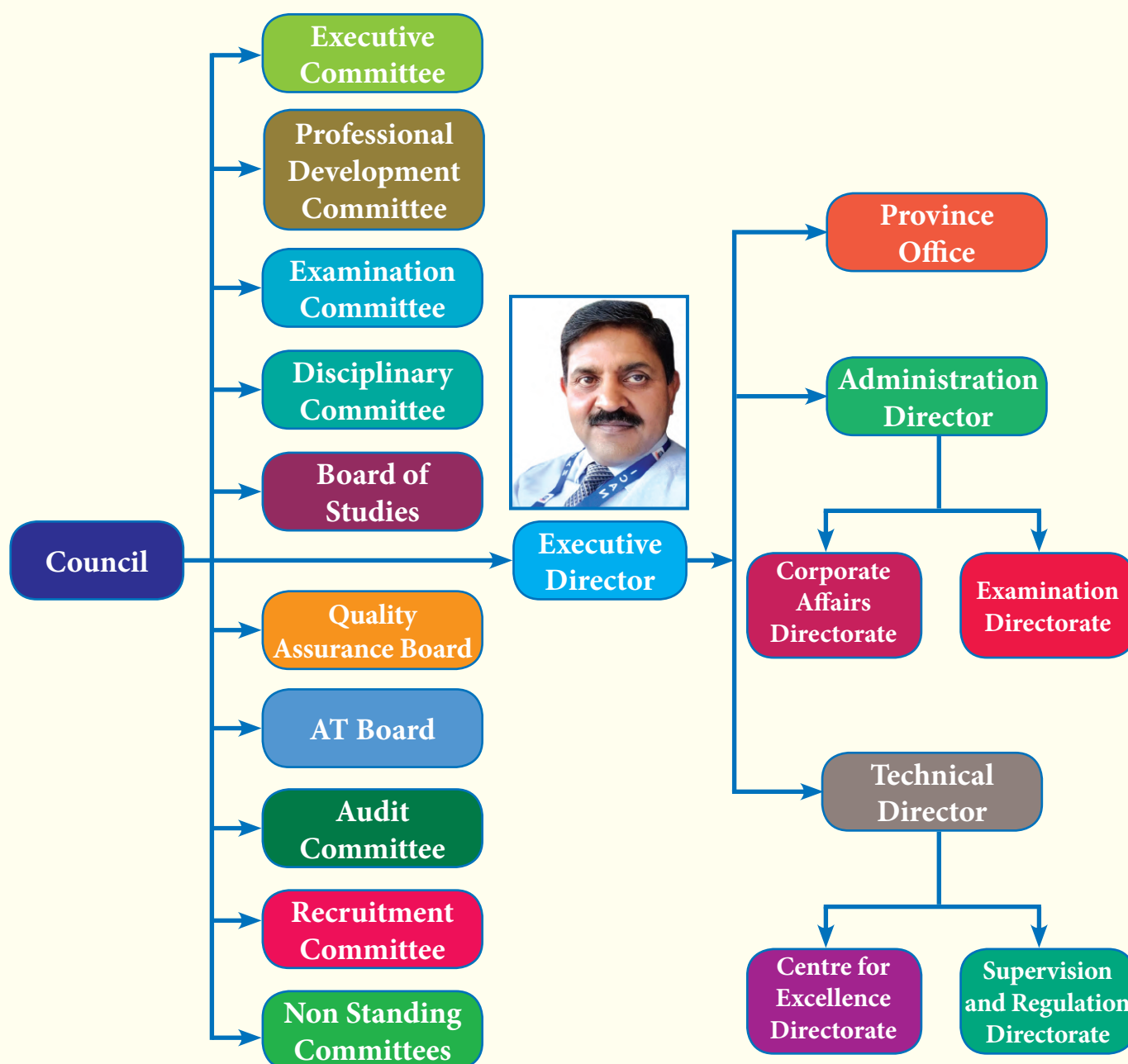
- Organizational revamping will be conducted and internal byelaws and policies will be updated as per the evolving needs.
- External expert faculty development process shall be completed and used (MPEF shall be upgraded).
- Horizontal expansion of ICAN Offices at Provincial Level shall be made.
- Sustainability Plan for the Institute shall be developed.
- Full-phase digitalization of ICAN's operation with the use of new ERP.

Implementation and Monitoring

Timeliness, Effective and Efficient implementation of the actions under each strategic plan is the joint responsibility of Council and Executive Team of the Institute. Logical framework for Strategic Plan will be prepared outlining the annual target. Activities under every action plan will be prioritized to facilitate balanced implementation of the strategic action plans.

The Annual Work Plan of the Institute shall be formulated based on the strategic action plans and shall be approved by the Council. A responsibility matrix for every strategic action plans will be developed. The Executive Director shall submit compliance report to the Council as regard to the implementation status of the action plans and any non-compliance shall be notified to the Council. The Council shall take the exception to it and issue necessary directives to the responsible authority or take appropriate remedial measures.

Organization Chart



Acronyms and Abbreviations

| | |
|-------------|---|
| GoN | Government of Nepal |
| MoF | Ministry of Finance |
| AG | Auditor General |
| OAG | Office of the Auditor General |
| FCGO | Financial Comptroller General Office |
| ASB, Nepal | Accounting Standard Board of Nepal |
| AuSB, Nepal | Auditing Standard Board of Nepal |
| NRB | Nepal Rastra Bank |
| IRD | Inland Revenue Department |
| OCR | Office of Company Registrar |
| SEBON | Securities Exchange Board of Nepal |
| IFAC | International Federation of Accountants |
| SAFA | South Asian Federation of Accountants |
| CAPA | Confederation of Asian and Pacific Accountants |
| ADB | Asian Development Bank |
| NFRS | Nepal Financial Reporting Standards |
| NSA | Nepal Standards on Auditing |
| NPSAS | Nepal Public Sector Accounting Standards |
| PAOs | Professional Accountancy Organizations |
| ICAI | Institute of Chartered Accountants of India |
| CA ANZ | Chartered Accountants Australia and New Zealand |
| ICAEW | Institute of Chartered Accountants in England and Wales |
| CPA | Certified Public Accountant |
| CIPFA | Chartered Institute of Public Finance and Accountancy |
| AICP | American Institute of Certified Public Accountants |
| ACCA | Association of Chartered Certified Accountants |
| IIA, India | Institute of Internal Auditors, India |
| MPEF | Multipurpose Empanelment Form |
| PFM | Public Finance Management |
| IT | Information Technology |
| CFP | Certified Financial Planner |
| CMA | Certified Management Accountant |

Past Presidents



Late. CA. Komal Bahadur Chitracar
(1997-1998)



CA. Tirtha Raj Upadhyay
(1998-1999)



CA. Kaushalendra Kumar Singh
(1999-2000)



Late. CA. Gopal Prasad Rajbahak
(2000-2001)



CA. Prabhu Ram Bhandary
(2001-2002)



CA. Bijay Kumar Agrawal
(2002-2003)



CA. Pradeep Kumar Shrestha
(2003-2004)



CA. Pushpa Lall Shrestha
(2004-2005)



CA. Narayan Bajaj
(2005-2006)



Late. CA. Binod B. Rajbhandary
(2006-2007)



CA. Ratna Raj Bajracharya
(2007-2008)



CA. Tanka Prasad Paneru
(2008-2009)



CA. Suvod Kumar Karn
(2009-2010)



CA. Sunir Kumar Dhungel
(2010-2011)



CA. Sudarshan Raj Pandey
(2011-2012)



CA. Madhu Bir Pande
(2012-2013)



CA. Mahesh Kumar Guragain
(2013-2014)



CA. Narendra Bhattarai
(2014-2015)



CA. Prakash Lamsal
(2015-2016)



CA. Mahesh Khanal
(2016-2017)



CA. Prakash Jung Thapa
(2017-18)



CA. Jagannath Upadhyay (Niraula)
(2018-19)



CA. Krishna Prasad Acharya
(2019-20)



CA. Madan Krishna Sharma
(2020-21)



Group Photo During Oath Taking Ceremony of First Term of 9th Council



Immediate Past President CA. Madan Krishna Sharma handed over President Medallion to Newly Elected President CA. Yuddha Raj Oli



Newly Elected Vice-President Taking Oath of Office from President CA. Yuddha Raj Oli

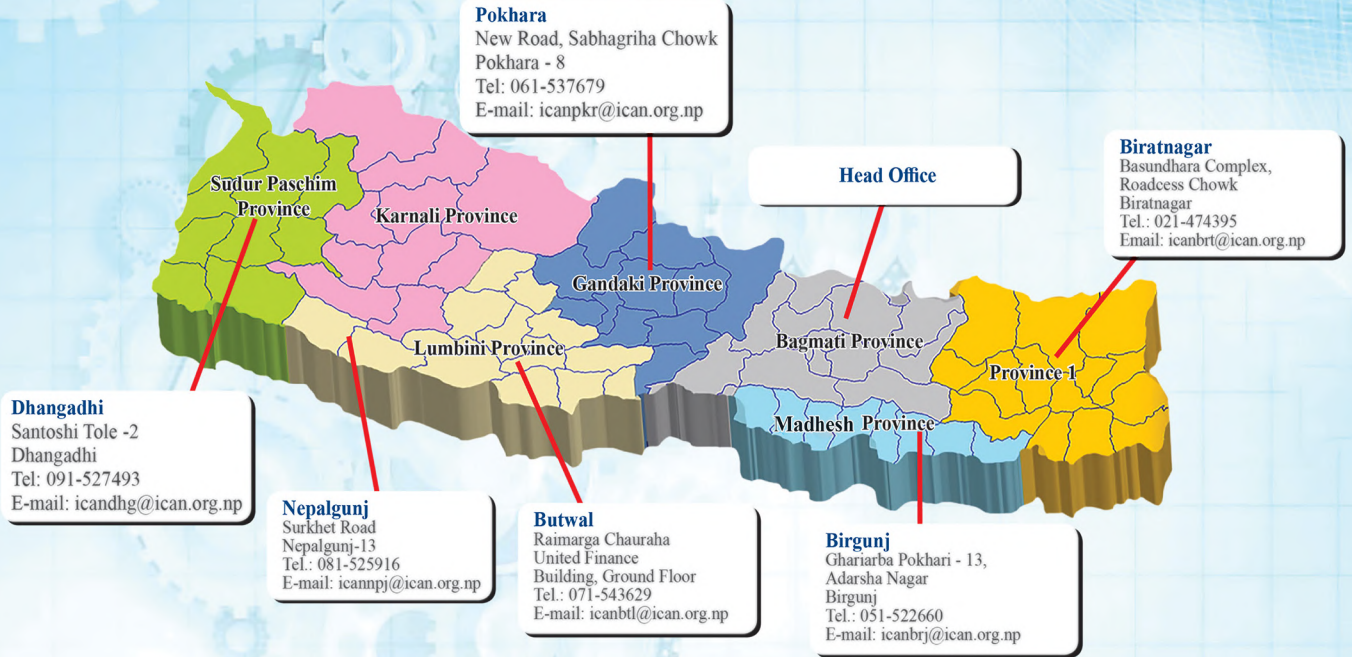


Newly Elected Council Members of 9th Council of the Institute Taking Oath of the Office from the Newly Elected President CA. Yuddha Raj Oli in Oath Taking Ceremony



Group Photo of Council Members During Council Meeting for Approval of Strategic Plan 2078/79-2080/81

Branch Offices



नेपाल चार्टर्ड एकाउन्टेन्ट्स संस्था

THE INSTITUTE OF CHARTERED ACCOUNTANTS OF NEPAL

(Established under the Nepal Chartered Accountants Act, 1997)

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