ICPAR FIVE-YEAR **STRATEGIC PLAN** 2022 - 2026



🚯 www.icparwanda.com

ICPAR FIVE-YEAR STRATEGIC PLAN 2022 - 2026



🕀 www.icparwanda.com



Acronyms:

ACRONYMS	FULL NAME
AQAs	Audit Quality Assurance
BNR	National Bank of Rwanda
CPAs	Certified Public Accountants
CPD	Continuous Professional Development
DfID	Department of International Development – UK Aid
DPs	Development Partners
EAC	East Africa Community
MSI	Member Satisfaction Index
IGR	Internally Generated Revenues
GA GC	General Assembly Governing Council
EU	European Union Delegation
CAT	Certified Accounting Technician
GoR	Government of Rwanda
KAPs	Knowledge, Attitudes and Perception Survey
GTI	Graduate Tracer Index
IES	International Education Standards
IFRS	International Financial Reporting Standards

ACRONYMS	FULL NAME
IPSAS	International Public Sector Accounting Standards
KfW	Kreditanstalt für Wiederaufbau
MIFOTRA	Ministry of Public Service and Labour
MINECOFIN	Ministry of Finance and Economic Planning
MIS	Management Information System
MOUs	Memorandum of Understanding
MRA	Mutual Recognition Agreement
NST-1	National Strategy for Transformation
PAFA	Pan African Federation of Accountants
PAO	Professional Accountancy Organization
PFMR	Public Financial Management Reforms
SDGs	Strategic Development Goals
SMOs	Statement of Member Obligations
SPI	Stakeholder Perception Index
твс	To Be Confirmed at a later period
TVET	Technical and Vocational Education and Training
WDA	Workforce Development Agency



Foreword:

A ational Professional Accountancy Organizations (PAOs) perform a number of core functions (including professional certification, education and training, quality review, investigation and discipline) and enforcement of standards that are integral to the production of competent and capable accountants and auditors. The work performed by PAO members can improve decisions taken by government, investors, businesses and the donor community – accelerating economic growth and enhancing transparency and accountability in the use of resources in both government and corporate sectors.

Recent studies have highlighted the correlation between the share of accountants in total employment and a country's level of development, including a stronger economy and improved living standards. A robust accountancy profession supports value creation and preservation. Financial reporting promotes the development of the small- and medium-sized sector, enhance transparency and accountability in the use of resources in the public sector and enhance the effectiveness and efficiency of development resources.

Rwanda has cast a long-term vision 2050 to become a high-income nation with a per capita income of USD 12,000 with inclusive growth. NST-1 (2018 – 2024), the first plan under vision 2050, seeks to lay the necessary foundation. The PFM Strategy (2018 – 2024) and other sector strategies aim to bring services and accountability closest to the citizens. The forthcoming Kigali International Financial Hub (KIFH) as well as other flagship programmes bring home the urgent need for accounting and financial management skills. Recent research has confirmed that the accounting profession will, like everything else, be disrupted by new technologies and the digitization wave. Most of skills the profession is known for will no longer be there in the next decade, at least in their current form today. For young PAOs with limited resources, the process of change will be painful and existential. As a result, although the current strategy (2017 - 2021) had some time to run (even after implementing 70% of planned initiatives in the 4 years), ICPAR deemed it necessary to update it and begin to establish strong bases for a 'future-ready' profession. This new journey will not be traveled alone. We intend to mobilize extensively for partnerships and resources to make it happen. For the stakeholders who continue to support us, we urge you to continue for a little while. For others, with a keen interest in public interest matters and the role of the profession in the development of Rwanda, we invite you to walk with us on this new journey.

This revised 5-Year Strategic Plan (2022 – 2026) will lay the foundation for a "Future – Ready" PAO and Profession. We will strengthen the Secretariat for effective engagement with stakeholders; revise the qualification to ensure graduates meet the market needs of today and tomorrow – putting technology at the heart of changes; introduce computer-based examinations and improve tuition quality. In the next decade, our members will be highly sought after and ready for a new millennium. ICPAR will be self-sustaining in the lifetime of this strategy.

Amin Miramago | Chief Executive Officer | ICPAR

Dr. Patrick Uwizeye | President | ICPAR



Acknowledgements:

The elaboration of ICPAR 5-Year Strategic Plan (2022 - 2026) began with a Mid-Term Review (MTR) to establish performance against the current strategy (2017 - 2021). The thrust of this revised strategy is to help the institute navigate a mid-stream course change towards a 'Future - Ready' profession. This is a bold but essential decision to avoid a looming titanic for most PAOs and the profession.

We consulted widely with many stakeholders and are grateful for their time and insights. We are grateful to the Governing Council, the Secretariat and members for their engagement and commitment to the institute. We reviewed the latest research and benchmarked our conclusions globally. We conducted internal workshops with the secretariat during the assignment. While it is not possible to thank each and every one in person, thank you anyway! In this assignment I was ably assisted by Mr. Wilson Kinyua, Mr. Patrick Mwesige and a strong backroom team.

Francis Mugisha | Managing Director | Cerrium Advisory

Executive Summary

Background:

This strategy seeks to build on past success to establish a stronger foundation for a 'future-ready' profession. It builds on results of the last 4 years, where 70% of the planned Strategic Initiatives (SI) in the strategy (2017 – 2021) were successfully executed using only 58% of planned resources. It is clear that the institute is much stronger than it has ever been, with a number of milestones under its belt – and only over a single decade!

The environment has also changed. Rwanda is now in its 4th year of NST-1 (2018 – 2024) and with intentions of becoming a high-income nation under vision 2050. Under NST-1, service delivery will be deepened at the decentralized levels and will need a critical mass of skills to strengthen accountability. In addition, there is a new Public Financial Management Reform Strategy (PFMR 2018 – 2024) and a PFM Learning and Development Strategy. The revised strategy seeks to align firmly with Rwanda's development agenda – providing the required skills and a regulatory framework. The institute has a critical role in leading the profession to make a meaningful contribution, in both the public and private sector - improving accountability, transparency, efficiency and effective deployment of scarce resources.

This is in line with evidence that a strong and relevant profession that acts in the public interest can make a strong contribution towards economic development. Recent research seems to suggest existence of a positive correlation between the share of accountants in total employment, GDP per Capita and advancing economic stability and growth. According to the Nexus-2 study conducted by IFAC, it is estimated that accountants add USD ½ trillion to the global economy, mostly in the developed world and could begin to do the same with growth of the profession in developing world. It is important to note that despite the recent progress in growing the profession in Rwanda, the numbers are still low. Rwanda has 0.27 professional accountants per 1000 population compared with Mauritius at 3.4. All this reinforces the need to grow the numbers to spur economic growth and development.

Performance - Current Strategy (2017 – 2021):

In its 11-year journey, ICPAR has benefited from strong government support; support from peer PAOs; the IFAC PAO Capacity Building Program funded by DFID; KfW and other development partners (bilateral and basket fund); and member contributions through in-service in several capacities. In addition, the institute has made significant progress in the last 4 years, including addressing the findings of the last World Bank ROSC A&A report (2015). In this period, internally generated revenues (IGR) targets were met at 98% - compensating for the fall in anticipated grants (only at 47%). Compliance with IFAC's SMOs (7 Statements of Member Obligations) is getting stronger – and now ICPAR is a full member of IFAC.

While the institute will continue to need external resources towards its public interest mandate, ICPAR intends to become 'self-sustain-



ing' in the lifetime of this revised strategy. This reinforces the fact that, although ICPAR is still a relatively very young (compared with peers) PAO, it has nevertheless performed significantly well on its mandate within its resource constraints. In its start-up phase, iCPAR successfully focused on member admission and regulation; operationalization of the secretariat and the Institute Committees; sustaining a regular CPD program; establishing relationships with key stakeholders through MoUs - including the EAC MRA; launched the iCPAR brand; joined and sustained the IFAC 'associate membership'; became a founding member of PAFA (Pan African Federation of Accountants) and most importantly, launched and sustained the iCPAR examinations in Rwanda. Membership in Good Standing (GS) grew from 98 (89%) in 2009 to 356 (48%) in 2021. Student enrolment grew from 168 (2012) to 3,376 (2016) and over 8,500 in 2021. With the new CPA to be introduced and its recent designation as a TVET Qualification by WDA (Workforce Development Authority), student enrolment will significantly go up.

Emerging Key Issues:

The following key issues emerge from the Strategic Review:

- (1) Improving Resource Base and Funding Uncertainty. The institute increased its IGR revenues significantly in the last 2 ½ years but grants were less than anticipated and CPA student enrolment has slightly dipped in the first half of 2020. The institute has moved to 'own' premises with sufficient land to co-develop into a future income stream. Clearly, student growth; member enrolment and CPD programmes will be key to sustainability.
- (2) Matching Ambitions with Capability. Although the institute has a good secretariat (and the last 2 ½ years have demonstrated that), significant investments into people, systems and infrastructure will need to continue to be made to grow the required skillsets and partnerships – essential for a 'future-ready'

PAO and Profession. Equally, similar investments will need to be made to transform the work of commissions.

- (3) Address Gaps in the Regulatory Environment. A number of gaps have been identified that effects the institute's ability to deliver on its mandate. Addressing these gaps will strengthen execution against the mandate and support the journey towards sustainability. Some of the urgent amendments include: the inclusion of new pathways for the CAT and CPA qualifications; mandatory registration of all IFAC Qualified Accountants working in Rwanda with ICPAR such as those with ACCA, KAS-NEB etc. qualification; and addressing the composition and representation issues in governance to better reflect the institute today and tomorrow.
- (4) Stakeholder Expectations. Expectations (members, key stakeholders and the public) on the institute are not always matched with available resources. While doing more with less resources, ICPAR will need to constantly articulate its priorities and negotiate expectations. It will be important for the institute to break the "chicken and egg" dilemma – where as a startup, ICPAR needs "stakeholders' support" to provide "stakeholder value" while stakeholders sometimes think with the reverse logic.
- (5) **Competition:** The institute faces some competition at multiple fronts from well-established accountancy institutes with deep pockets and a better infrastructure; membership firms providing similar CPD programmes; unregulated accountants; and a misguided debate on formation of other related bodies. It important that ICPAR maps out the nature of this competition and compete on the basis of a 'future-ready' qualification and "member value" for strong student enrolment and member admissions.
- (6) **Maintaining Professional Relevance and Sustainability:** Most of the current jobs will not be there in the same form in a decade. The skills needed tomorrow are not being acquired



through current professional training. The young generation has to be attracted differently into the profession - this will require significant shifts in how professional education is delivered and skillsets maintained. The environment to attract bright students, appropriately train and examine them is still weak and uncertain. Learning institutions are yet to make appropriate investments into world class tuition environments to improve pass rates and attract employment. It important for ICPAR to enhance collaborations with institutions of higher learning to improve the tuition infrastructure (enhanced tuition platforms, embedded qualifications and strong accreditation). It will also be critical that the institute addresses the 3 levers of sustainability (some already referred to above): institutional (amend the law to plug the gaps); financial (student enrolment, member growth, CPD expansion, investments...); and structural (a changing profession and the 'chicken & egg' member dilemma.

The Strategic Plan (2022 – 2026):

The revised strategic plan (2022 - 2026) seeks to build on recent successes to start laying a firm foundation for a 'future-ready' PAO and Profession. The institute' vision (a strong, relevant and sustainable profession); mission (to build a strong and engaged professional accountancy organization that consistently anticipates and delivers on stakeholder expectations while acting firmly in the public interest); values (IPPI: Integrity; Public Interest; Professionalism; and Innovation) and strategic pillars (sustainability, relevance and a strong profession) are still relevant to this new journey. While becoming 'future-ready' in order to remain relevant, the institute will also continue on the journey to be self-sustaining. With the significant new investments needed to secure sustainability in the life

of this strategy, the assumption is that support will increase – and not reduce – but only for the foreseeable future and focused on development initiatives, including work to transform the secretariat capability.

The strategy is still anchored on the three strategic pillars but with reduced strategic objectives (SO) from 10 to 7 to allow a better focus as follows:

- (a) Sustainability: A sustainable organization (Improve Knowledge and Skills; Strengthen Technology and Incentives (2); and Enhance Revenue Mobilization (6);
- (b) Relevance: A relevant PAO (Build a Future-Ready Profession (3); and Grow the Membership Base (6); and
- (c) Strong Profession: A strong profession (Build Capacity to comply with the 7 SMOs (**5**); and Enhance Stakeholder Value (**7**).

The 3 pillars will be implemented through the seven (7) high-level strategic objectives and 14 major Strategic Initiatives (SI) as reflected in the Balanced Scorecard. The institute's balanced scorecard tells the story of how iCPAR will create value and be accountable for results in the next five years.

For each strategic objective, several high-level strategic initiatives have been identified, prioritized, and key target measures established. Initiatives are grouped around four perspectives - the institutional capacity, internal business processes, financial stewardship: and stakeholder value. The strategy is supported with a detailed a results matrix; an organizational structure; a risk mitigation matrix; and summary financials – extracted from a detailed financial model. Finally, this strategy charts out a realistic path for iCPAR to strengthen the foundations of a sustainable, relevant and strong profession. It will need resources, a new capability, and stakeholder engagement to deliver. In turn, the strategy has a strengthened accountability framework that will hold the iCPAR accountable for results.

The ICPAR Tier Balanced Scorecard:

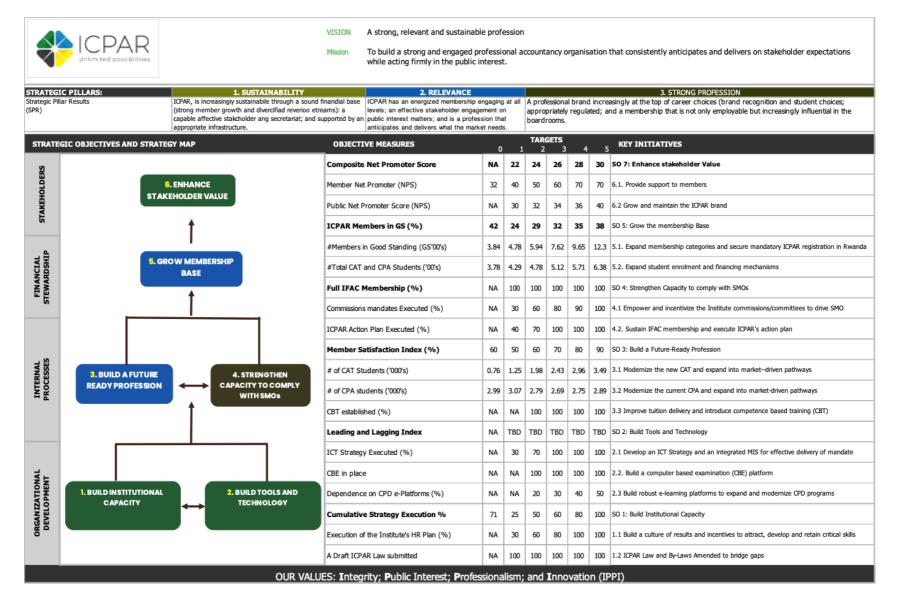




Table of Contents

Execut	ive Summary	viii
Chapte	er 1: Introduction	1
1.1	Mandate:	2
1.2	National Context:	2
1.3	The Role of the Profession - Research Evidence:	3
1.4	Support to ICPAR:	4
Chapte	er 2: Situation Analysis	6
2.1	Regulatory Framework:	7
2.2	The Context:	7
2.3	The Mid-Term Review- findings & Recommendations	: 8
2.4	Recent Performance:	10
2.5	Market Context:	11
2.6	SWOT Analysis (Key Enablers and Challenges):	12
2.7	Key Issues:	16

Chapter	Chapter 3: Strategic Framework 18		
3.1	Vision, Mission and Values:	19	
3.2	Strategic Pillars and Results	19	
3.3	Strategic Objectives and Strategy Map:	22	
3.4	Enterprise Level Initiatives	24	

Chapter 4: Annexure

29

4.1 Results Matrix	30
4.2 Institutional Organogram:	34
4.3 Risks and Mitigations:	35
4.4 Financials	38



CHAPTER

INTRODUCTION

1.1 Mandate:

The Institute of Certified Public Accountants of Rwanda (iCPAR) was established through an Act of Parliament (Law Number 11/2008 of 06 May 2008) with a broad mandate to grow and regulate the accountancy profession. Under this mandate, the Institute is responsible for the admission and regulation of the profession in Rwanda; the registration and granting of practicing certificates to Certified Public Accountants (CPAs) and practicing firms; the monitoring of compliance with professional standards, the investigation and discipline of its members; and the delivery of accounting qualifications, programmes and examinations.

Whilst the Institute is primarily a member-driven body, its operations are firmly anchored on serving the 'public interest' - meeting wide-ranging responsibilities as provided in the law. The Institute has the responsibility for the promotion of internationally recognized accounting practices in the public interest necessary to support and catalyze socio-economic development. Specifically, the Accountants Act No 11/2008 prescribes the following as the functions and responsibilities of the Institute: (1) to regulate the accountancy profession; (2) to preserve the integrity of the accounting profession; (3) to promote the competence and the capacities of its members; (4) to provide to its members professional education in accounting and other related disciplines; (5) to issue regulations for promoting the functioning of the Institute; (6) to take disciplinary measures against members unable to perform their duties and guilty of misconduct; (7) to promote and preserve the professional independence of its members while exercising their profession; (8) to promote the common interests of its members; (9) to advocate for members in the country and abroad; (10) to promote the recognition of the Institute in the country and abroad; (11) to issue and to promote the implementation of accounting and auditing standards in public organs and the private sector; (12) to provide advisory commentary on curricula for any accountancy courses; (13) to develop teaching programmes, to organize examinations and to issue certificates in matters relating to the accounting profession; (14) to make contributions to bills relating to the accounting profession; (15) to give advice to government on matters relating to the accounting profession; (16) to take appropriate measures enabling the Institute to perform its responsibilities; (17) to issue license of exercising the accounting profession to qualifying members requesting such license and to withdraw it in case of misconduct; (18) to determine any other functions aimed at promoting the accounting profession; and (19) to promote membership of the Institute in IFAC. Drawing from this mandate, it is evident the Institute has the requisite legal scope to execute its responsibility to grow the profession to the desired level in order to support Rwanda's development agenda.

1.2 National Context:

Rwanda is one of the fast-transforming nations globally - completely unrecognizable from a broken nation on the precipice of an abyss after the genocide against the Tutsi in 1994. With a far-sighted leadership, Rwanda continues to defy convention with its ambitions and results validated at a global stage. According to the World Economic Forum (WEF) recent index, Rwanda is ranked at 7 globally for 'government long-term vision', next to the USA; Rwanda is in the top 10 of the Global Gender Gap Index at number 5 (WEF 2019 Report); Rwanda is ranked at 7 by the global competitiveness report (2015 for the World's most efficient governments: ranked 5th safest country to walk at night by a recent gallop poll; and 35^{th rd} (2^{nd rd} in Africa) in the World Bank Doing Business Index. The Human Development Index (HDI) for Rwanda improved from 0.234 in 1995 to 0.543 (2019) while life expectancy at birth moved from 32 years to 67.5 in the same period. Rwanda continues to prioritize security and peace: inclusive growth and social inclusion: and innovation. "We have to do more with less. We have been thrust into this position because of history and geography: the tragic history we have gone

through and being a small country and landlocked. There is no way you can survive if you do not innovate." President Kagame.

Rwanda's long-term development goals are articulated in its Vision 2050, which seeks to transform Rwanda into a high-income nation with a per capita income of USD 12,000 by 2050. Prior to Vision 2050, Rwanda successfully executed successive five-year Economic Development and Poverty Reduction Strategies (PRSP, EDPR-1 and EDPRS-2) under vision 2020. Rwanda's development model is rooted in solid progress unconstrained by the paralysis of analysis allowing a string of homegrown solutions that are globally acknowledged for resolving intractable challenges in order to meaningfully impact citizens. As a result, Rwanda continues to be a model on so many fronts. Although vision 2050 builds on the success and lessons learned in implementing vision 2020, the next development stage is expected to be different - a paradigm shift that will require significantly deeper skills across the economy. The National Stratequ for Transformation (NST-1), the first plan under vision 2050, seeks to lay the necessary foundation for that through its three pillars: economic transformation; social transformation; and transformational governance - and the institute is expected to contribute on across all 3 pillars.

The setup of the Institute was a result of many efforts over a 10-year journey with strong government support. Rwanda prioritizes 'good governance' as a basis for a 'capable state' – accountable, transparent and able to efficiently deploy scarce resources as a sine qua non for inclusive development. It is evident that the decision by the Government of Rwanda (GoR) to support the setup of the Institute was informed by the potential contribution of 'a vibrant and public interest-driven Professional Accountancy Organization (PAO)' towards national economic development. There is no doubt that Rwanda's quest to become a knowledge-based economy and a services hub will greatly benefit from a strong and vibrant profession. This draws from a global body of research that supports the view that investments (domestic and foreign) will flow in an economy with strong professional skills (<u>Nexus 2: The Accountancy Profession - A Global</u> <u>Value Add</u>). This speaks to Rwanda's goal of becoming a regional financial hub.

Under NST-1, Rwanda intends to deepen decentralization to the frontiers of service delivery. This will require sufficient accounting and management skills at the decentralized levels to enhance and maintain effective public financial management. Equally, the private sector is also constrained by the pool of accountants and business advisors being relatively small. As Rwanda moves towards a mid-dle-income nation by 2050, the institute will need to provide professionals in the required numbers and quality. The limited numbers of qualified accountants are making a major contribution in the public sector as evidenced by the growing number of budget entities getting 'clean audits' from the Auditor General reports – but more is needed. Many are also employed in the growing SMEs base.

The contribution of the profession is acknowledged. However, the weaknesses in the accountancy profession persist as well documented in the ROSC A&A of 2008 and 2015 reports. The findings in the 2008 ROSC A&A focused the efforts to set up the Institute. The 2015 ROSC A&A, commissioned at the request of the Institute, confirmed that there was much more to be done to hasten the potential impact on Rwanda's development agenda by providing the accountancy related skills the country needed. Whilst GoR and the development partners (DPs) supported the Institute in its first phase of setup and regulation, the second phase required support towards the Institutes' relevance and sustainability.

From a Mid-Term Review (MTR) conducted in Aug 2019, it was evident that the institute had come a long way in the previous 2 ½ years of the current strategy (2017-2021) – where it implemented about 71% of planned strategic initiatives. This strategy review seeks to build on this momentum to align the institute's growth with Rwanda's ambitious 2050 journey.

1.3 The Role of the Profession - Research Evidence:

Studies continue to show a positive correlation between a country's level of development and that of its accountancy profession. Through its membership, a PAO facilitates the provision of reliable, credible and high-guality financial information - critical to improving transparency; investor confidence; sound economic management; and the mobilization of funds (domestic and international). The Nexus 2: The Accountancy Profession - A Global Value Add, a report commissioned by IFAC, reveals the correlation between the share of accountants in total employment on the one hand, and GDP per capita improvement and improved human development outcomes on the other. This establishes a direct link between economic development and improved living standards with a robust accountancy profession. According to this report, accountants' contribution to the global economy is estimated at about US\$ 1/2 trillion. Although the biggest contribution has been observed in Europe and North America, there are significant opportunities in other regions, including Africa and Rwanda. The report further highlights the following global contribution of the profession towards creating value

TABLE 1: ICPAR IN COMPARISON WITH OTHER PAOS IN AFRICA

in various sectors – in business and industry (55%); public practice (45%); public sector (8%); and academia / education (8%). Given that global economic paradigm shifts, with a growing focus on public and private sector partnerships are looked on to drive economic growth, the need to raise value creation beyond the 8% in the public sector cannot be underestimated.

It is evident that when a PAO functions effectively, it impacts on growth and development; enhances transparency and accountability of public resources; improves the design and delivery of vital public services; enhances the effectiveness of development assistance; and contributes to an environment attractive to foreign direct investments. Through its accountancy education, the PAO creates the competencies and skills required; builds trust, ethics and credibility in its members - that in turn contributes to economic growth and stability. Through this, an effective PAO strongly contributes to Sustainable Development Goal Number Four - guality of education (SDG 4) as well as other SDGs. Even with this evidence, the growth of the profession in the Africa is still a mixed picture. There are a few PAOs that have existed longer - and their role in their respective economies is widely acknowledged, while efforts are made to continue to develop the profession in some of the younger PAOs. Table 1 below makes the illustration.

PAO	Country	Population millions (2020)	GDP USD billions (2020)	Years in Existence	PAO Membership	Ratio of PAO Members to Population	No of Professional Accountants for every 100,000 People in the Country
SAICA	South Africa	59	302.0	127 (1894)	47,348	0.080%	80
ICPAK	Kenya	54	99	44 (1977)	19,201	0.036%	36
NBAA	Tanzania	60	62.0	49 (1972)	5,993	0.010%	10
ICPAU	Uganda	46	37.0	29 (1992)	3,000	0.007%	7
MIPA	Mauritius	1.3	11	17 (2004)	3,459	0.266%	266
ICPAR	Rwanda	13	10	13 (2008)	268	0.002%	2

Source: World Bank and PAO Published Statistics

 \angle

The table above highlights the potential for the Institute to innovate and grow towards a stronger impact through the number and professional capacity of its members. It is also clear that, given its public interest mandate and the potential to make a meaningful contribution towards Rwanda's development agenda, ICPAR will need to be supported in its second phase. With ambitions to become a financial services hub, clearly the key benchmark to watch is the number of accountants per 1,000 of the population in Mauritius at 2.7 and the ten-fold ratio of PAO members to population of 0.02% against Rwanda's 0.002%.

1.4 Support to ICPAR:

The Report on Observance of Standards and Codes for Accounting and Auditing (ROSC A&A) 2015 report concluded that, whilst Rwanda had made significant progress in strengthening its pillars of corporate financial reporting since the first ROSC A&A 2008, further development was needed to support a growing economy. Also, whilst the context for the recent ROSC A&A report was Vision 2020, Rwanda has since repositioned towards its Vision 2050 and its first plan, NST-1. This represents a paradigm shift in national aspirations, as the country seeks to lay the necessary infrastructure towards becoming a high-income nation with a GDP by 2050.

The role of the institute is clear in its mandate and validated by the ROSC report. The institute's mandate is two-fold - as a member organization with a public interest mandate. ICPAR has received significant support from government and development partners in its initial setup. As the institute purposely moves towards a self-sustaining PAO, it is important that its 'public interest' mandate is appropriately funded - whether directly with earmarked funds or indirectly by funding initiatives that strengthen its role. Recent support to the institute has come through the IFAC PAO Capacity Building Program funded by DFID (MOSAIC ¹Program) and the MINECOFIN Basket Fund. In the 4th year of the current strategy, the contribution from grants was at 37% (of which 11% was from development partners, and 89% from MINECOFIN Basket Fund) while ICPAR IGRs were at 63%. The institute was also very effective - executing 71% of initiatives with only 58% of planned resources. Expenditure was purposely directed at strategic initiatives designed to sustain the institute.



MOSAIC (Memorandum of Understanding to Strengthen Accountancy and Improve Collaboration) - a historic Memorandum of Understanding that sets out the basis for improving cooperation and collaboration between IFAC and the International Development Community - with 13 signatories, it provides the foundation for an aligned approach to increase the capacity of PAOs and improve the quality of financial management systems in emerging economies. Addressing the objectives of MOSAIC, the Department for International Development (DFID) responded to the need to target support towards those PAOs in low-income countries that have the greatest capacity building needs and entered into an agreement with IFAC in 2014 to provide funding to IFAC over seven years to strengthen professional accountancy organizations (PAOs) in at least 10 DFID focus countries. ACCA was appointed by IFAC as a twinning partner for the institute.



SITUATION ANALYSIS

2.1 Regulatory Framework:

The Institute of Certified Public Accountants of Rwanda (ICPAR) is the sole Professional Accountancy Organization (PAO) mandated by law number 11/2008 to regulate and grow the accountancy profession in Rwanda. Both the regulatory role and the responsibility to grow the profession to meet national demand are public interest matters. ICPAR's initial set up period was largely focused on regulating the profession through membership admissions; licensing for practice; conducting continued professional development (CPD) programmes; monitoring professional behavior – including the conduct of the first AQAs (Audit Quality Assurance) for all the 34 firms licensed in the country; disseminating standards; and meeting the annual IFAC membership requirements to comply with the seven (7) Statements of Membership Obligations (SMOs).

Overtime, it is evident that there are some areas requiring amendments in the ICPAR law and its byelaws in order to strengthen the institute's mandate. This will be important in order to align the institute with expectations as a result of national legal reforms, including the revised Companies Act. The World Bank review also confirmed areas for amendments. Whilst the existing Institute law and byelaws have served the mandate well, amendments will be necessary to align with existing laws and to have the desired impact. The initiative to amend the institute's law will have to be completed during this revised strategy.

2.2 The Context:

Since the launch of the institute on 7th February 2008, ICPAR has been led by an elected Governing Council (GC) of ten (10) members, with two (2) Ex-Officials representing the offices of the Auditor General and Accountant General's offices. The setup and development of the institute has been supported by Government and Development Partners from inception. The initial years were more difficult with no or small secretariat - the first CEO of the Institute was recruited in 2010 with a staff of five coming on board in 2011. To supplement a small secretariat in the context of a demanding mandate, the Institute continued to rely on member volunteer services over the period. A combination of constraints including inadequate staffing, a capability that did not fully match the mandate and a weak and nascent infrastructure affected the results registered by the secretariat in the period up to 2016. Despite capacity constraints at the secretariat, ICPAR was able to quickly operationalize its structures, including its statutory commissions (education, inspections, and disciplinary) as well as non-statutory committees (human resources, audit and finance, resource mobilization and tax). With a resource-constrained secretariat, most of the work of committees progressed largely with limited support.

Despite a steep learning curve, the Institute achieved many key milestones that other PAOs have taken years to register. The registration and member admission were successfully concluded and challenges appropriately addressed; learning and development through member CPDs was established; different commissions helped to fulfil different aspects of the mandate; and the national professional accountancy gualification framework launched through a twinning arrangement with CPA Ireland. Whilst the partnership with CPA Ireland supported the development and launch of the qualification framework in December 2012, it did not include a mechanism for 'grandfathering', and the short-term 'consultancy' nature of the partnership with CPA Ireland left the Institute with no support to launch and appropriately sustain the twice a year examination for both the CPA and the CAT gualifications. Also, the partnership with CPA Ireland did not address the entire ecosystem of the gualification (recruitment of students, tuition materials, tuition provision, examinations, etc.), and coupled with the constraints posed by a weak secretariat which did not grow in tandem with the need, required the entire focus for the Institute to be redirected towards ensuring 'incident-free examinations. In a period of less than 2 years, in



2014, for the very first time in Rwanda, the entire syllabi for CAT (10 subjects) and CPA (18 subjects) were examined – this is deemed a significant and successful milestone despite the challenges. It is important to acknowledge and appreciate the support from these established PAOs; especially ICPAK (Kenya) that was critical during the setup period in mentoring a young ICPAR as well as sponsoring and recommending ICPAR for IFAC associate membership. ICPAU (Uganda) continues to provide important support in the delivery of the ICPAR examinations.

2.3 The Mid-Term Review – findings and Recommendations:

A Mid-Term Review (MTR) was conducted as part of the revised strategy process. The conclusions of the MTR were that significant progress had been made, halfway into the current strategy (2017 – 2021) – where planned strategic initiatives had been implemented at a 71% level. However, the following issues remained to be addressed in the revised strategy:

- (a) The Balanced Score Card (Tier 1 BSC). With 71% Strategic Initiatives (SI) executed in the 4 years, the revised strategy will need to have fewer than ten (10) Strategic Objectives (SOs) no more than eight (8) to deepen and focus execution. The revised strategy should ensure that the KPIs are SMART, and that Tier 2 and Tier 3 Balanced Score Cards are developed after commissioning the revised strategy in order to align resources, results and accountability.
- (b) *Integrated MIS.* A robust and integrated MIS is at the heart of an effective PAO. Although significant investments have been made into the institute's ICT infrastructure, the integrated MIS

project has lagged. The establishment of a coherent MIS is of 'mission-critical' importance and a game changer for ICPAR's engagement and sustainability. Such an MIS would help integrate all key areas of the mandate (membership, students, CPD experience, CBE, etc...) and remain responsive to the future needs of the profession. Also, the CBE (Computer Based Examination), which is a critical element of the envisaged integrated MIS, would expand the institute's services beyond geographical boundaries; meet some of the millennials' expectations; and strengthen resources.

- (c) Institutional Setup. An effective secretariat is at the heart of a successful PAO. Even with the current staffing – where 67% of staff are relatively new (out of the current 21 staffing and 14 joined the institute after 2017), more needs to be done to build the required capability at the secretariat as well as empowering the commissions. The institute will need to establish a 'competency framework' and invest to bridge any gaps in skills, exposure and a conducive working environment. Investment in a lean but effective secretariat will ensure that the institute continues to grow and deliver on its mandate.
- (d) Financial Sustainability. At mid-term, the institute had secured most resources it needed to execute the current strategy. The institute was able to improve Internally Generated Revenues (IGR) while anticipated grants were significantly lower than planned (at 41%) but activities were appropriately scaled to match available resources. There was a revenue dip in 2020 due to effects of COVID-19, although the Institute income generation capacity bounced back in 2021 due to increase in the number of examinations sitting from twice a year to three times. This trend is expected to continue over the period covered in this strategy.. It will be critical that the institute finds new initiatives to drive membership and revenue growth; manage costs efficiently; diversify income streams; and attract quality collaborations around public interest matters. The in-

stitute should also co-invest in the ICPAR SACCO – there ample examples where PAOs have become resource-rich through similar investment vehicles. At it's a new home, ICPAR has about 1,345m2 of free space that should become a core part of an anchor investment. Finally, efforts should prioritize student and member growth as well as a strong CPD programs as key determinants of how quickly the institute becomes self-sustaining.

- (e) **Statements of Member Obligations (SMOs) Compliance.** The Institute of Certified Public Accountants of Rwanda (ICPAR) is now a fully-fledged member of the International Federation of Accountants (IFAC). To be a member of IFAC means that it is globally recognized as a hallmark of a high-quality professional accountancy organization (PAO), and recently published its SMO Action Plan. This implies that ICPAR must continually be recognized as a strong advocate for high standards of governance and ethics within the profession, the business sector and the wider community. The institution must pursue the concept of "Accounting Plus" for the further development of the profession. It must ensure that its professional standards are of high quality, equivalent to other leading PAOs, and reflect global and local market developments.
- (f) Qualification Framework. The recent momentum on the new CAT will need to be sustained – ensuring that it becomes a real game changer in supporting the institute's contribution to NST-1, the PFM Reform Strategy (2018 – 2024), the decentralization strategy as well as the PFM L&D strategy. In revamping the current CPA, the institute will need to ensure that broader needs in the public and private sectors are fairly considered. Although the institute must resist the pressure to do everything (especially where resources do not allow or where initiatives might weaken the quality of the qualification), it is critical that key interests are mapped and considered in the design of the qualification. This includes the request on the table to

accommodate public sector employees within the context of the PFM L&D strategy. The qualification and its pathways must remain market-responsive and firmly meet the requirements of the International Education Standards issued by the International Accounting Education Standards board. The revised strategy should create a stakeholder consensus on how to address the professional needs (for the national context and international mobility) in a way that strengthens the quality and relevance of the profession. The qualification framework must remain relevant in two key aspects: address what the country needs (public and private sectors); and ensure the membership is equipped to deal with tomorrow's employment and skillsets.

- Thought Leadership. Thought leadership is a key aspect of (a) the institute's public interest mandate and influence. ICPAR, is still too early in its start-up form, to truly be a thought leader but this must remain a key goal. To do so properly, the institute will need to have some of its members (and the secretariat) serving and making consistent contributions at regional and international professional forums. It will be important to establish a clear framework for providing and sustaining thought leadership around matters that interface with the profession - built around an effective secretariat and a knowledge-driven membership. The institute will need to develop and resource a '5 - 10 year' plan to build a thought leadership capability and lay the foundation under this revised strategy. In light of this, it is worth noting that in 2017, ICPAR played a significant role in developing the ICT Guide for PAOs in Africa provides a framework to help PAOs to undertake a holistic view of their organization and determine how they should invest to harness the benefits of Information Communication Technology.
- (h) Support GoR's PFM Competency-Based Learning Development Plan: The Public Finance Management (PFM) Competency Based learning Development Model provides a common



language on how Government will nurture its talents toward building a strong backbone for effective PFM in oversight and implementing agencies. Individually, agencies will benefit from the PFM Competency Model for it is designed to build on their specific organizational and business competencies. Developing and executing this curriculum, represents an exceptional opportunity for ICPAR to become a service provider for the government and will support the financial sustainability of ICPAR. Initially, the PFM Competency Model will be used to design and implement a progressive competency-based learning program for retraining and retooling of staff with technical functions in budgeting, procurement, cash management, accounting, and auditing. It will also help prepare staff to meet future demands of working in an automated PFM environment using Government Integrated Financial Management Information System (GIFMIS) tools.

2.4 Recent Performance:

The Institute's performance is assessed against performance on its mandate, as set out in its Act (see section 2.1 above). It is evident that ICPAR has made significant progress in the discharge of its responsibilities with varying degrees of success. ICPAR achieved a full IFAC membership in November 2020 granting the institution achieving enhanced credibility, capacity and relevance, the institution shall be entitled to several benefits including access to IFAC publications; right to nominate individuals to the IFAC Board and committees, attend, participate, and vote at IFAC Council meetings among other entitlements that the Council may establish from time to time. The institute has now served on the PAFA Board twice; is a full member of the EAC Institutes of Accountants and the MRA (Mutual Recognition Agreement); and has established several MOUs with key organizations for collaboration on public interest matters. The following membership growth has been registered since inception (Table 2):

Category	2019	2020	2021	2022	2023	2024	2025	2026	(Growth as at 2021)
CPA Members	627	695	788	868	1,051	1,232	1,399	1,552	(13% Growth)
CAT Members	17	18	19	25	37	48	58	58	(6% Growth)
Total	644	713	807	893	1,088	1,280	1,457	1,610	(13% Growth)
Good Standing	326	343	356	459	583	683	793	921	(4% Growth)
% Good Standing	55%	52%	48%	56%	59%	59%	61%	63%	
Firms		49	51	56	56	61	67	73	(4% Growth)

TABLE 2: ICPAR MEMBERSHIP

Source: ICPAR

Whilst the Institute was also able to establish and deploy its "Audit Quality Assurance (AQA)" framework in 2015 across all the 34 licensed firms (with support from ACCA), and was able to implement most of the recommendations, AQAs are not yet institutionalized. To get started, the Institute has received funding from the Government of Rwanda and Development Partners to establish AQA framework and conduct the initial AQA reviews. This will involve hiring an experienced consultant who will work with the newly recruited Secretariat staff to carry out the initial reviews. ICPAR's long-term strategic goals include committing funds to strengthen the Secretariat and specifically to enhance the skills and knowledge of staff. In this respect, the consultant to be hired is expected to work with Secretariat staff to transfer skills and knowledge. In addition to this, plans are underway to train staff through study visits to organizations that have already established the AQA program.

2.5 Market Context:

According to the Ministry of Public Service and Labour (MIFOTRA) "Indicative report on critical and scarce skills gap and strategies to close the gap", a total of about 7,022 skilled people in financial services would be required by 2017. The same report indicated that 47.96% (3,368) of this total includes people with accountancy skills (325 CPA, 2000 CAT and 1,043 accounting graduates). Also, according to the 2015 World Bank ROSC A&A, "CAT certification holders are important to the economy of Rwanda and there is need to grow their numbers." The report indicated that the demand for CAT professionals would be manifested in the public sector (central and local governments) as well as the private sector (expected growth in SMEs). Equally, the GoR continues to recognize the profession in its policy structures as a key enabler in the economy. The PFM learning and development strategy paper estimated that Rwanda requires about 5.000 professional accountants at different levels in the economy. As some of the vision 2050 flagship programmes take root such as the Kigali International Financial Centre (KIFC), there will be an in increase in the demand for more and sophisticated financial management skills. With the advent of the African Continental Free Trade Area (AfCFTA), a 'future-ready' professional will have mobility across the continent. This establishes the base demand going forward.

In this context, and despite the progress made, several challenges continue to persist, including:

- Awareness. While awareness of professional accountancy as a potential career path is growing, there are still some gaps. While the need for professional accountants is high, most employers are not sufficiently sensitized and continue to hire unqualified personnel.
- Tuition Provision. The quality of tuition provision is still very low and contributes to low pass rates. Employer support remains weak, and the entire tuition architecture is significantly weak.
- Inability to satisfy demand. The inability to satisfy demand in the short run has led to some of the key public sector institutions such as the Rwanda Revenue Authority (RRA) and the Central Bank (BNR) using resources (in tax and assurance) that are not professionally qualified. Consequently, because the Institute does not regulate these personnel, they potentially pose a risk while filling an urgent gap in the economy.
- A 'future-ready' professional. As a result of new technologies, the profession is not immune to disruption. As most of the technical aspects of the profession succumbs to technological advances, the profession must claim higher skills to remain in control. The urgent implication is that the institute will need to quickly update the qualification and ensure its graduates are 'future-ready', mobile and retain professional influence. ICPAR will have to implement and embed ICT Strategy & Innovations

to the business to improve operational efficiency and this will include: (i). Enhancing ICT systems to optimize self-services e.g., event management, member portal, (ii) Providing necessary tools and equipment to stream physical events and enable the implementation of hybrid events in line with the approved CPD Calendar and (iii) Automation of Multiple License application procedures and practicing certificates. This will enhance productivity in the new normal and ICPAR must identify and provide suitable technology, tools, and platforms to enable offsite staff productivity, collaboration and performance tracking.

This strategy seeks to address most of these challenges by providing a pathway to the required quantity and quality of financial skills the economy needs – meeting needs both in the private and public sectors in Rwanda, enabling the Institute to fulfil its mandate and become sustainable in the long-term.

2.6 SWOT Analysis (Key Enablers and Challenges):

A situational analysis was conducted to establish the current *enablers* (strengths and opportunities) and *challenges* (weaknesses and threats) with the results shown in Table 5 below. The objective is to take advantage of the Institute's enablers to propel growth while taking corrective actions that will mitigate the challenges.

TABLE 8: 9	SWOT	ANALYSIS -	KEY RESULTS
------------	------	-------------------	-------------

	ENA	ABLERS (STRENGTHS AND OPPORTUNITIES)	CHALLENGES (WEAKNESSES AND THREATS)		
	<u>(A)</u>	Strengths:	(B) Weaknesses:		
INTERNAL	1.	A Strong Mandate and Secretariat. The institute is established by Act of parliament, has significant stakeholder support and IFAC Associate membership. ICPAR has a relatively young, energized and commit- ted secretariat that believes in the future of the insti- tute. The institute's strategy is aligned with the coun- try's development agenda.	1. Weak Resource Base. Although the institute's resource base has significantly improved in the last 4 years, it is still relatively weak in light of mandate. Whilst the institute will become self-sustaining in the lifetime of the revised strategy, there is need to successfully make the case for sustainable resources to fund the 'public interest' part of the mandate.		
Ζ	2.	A Strong Qualification: The new CAT is perceived to be strong and market responsive with modern learning materials. CPD programs have significantly improved in the last 4 years and are increasingly attractive to non-members. Exams are now set internally and moving towards 'Competence Based Testing'.			

ENABLERS (STRENGTHS AND OPPORTUNITIES)

- 3. **Improved Working Environment:** The institute's new home is a major milestone for an institute in existence for just over a decade and a key driver of sustainability. The working environment has significantly improved with a Net Promoter Score (NPS) for staff at 64. Appropriate policies are in place and regularly tested for continued relevance.
- 4. **Good Stakeholders Relationships:** Relationships with key stakeholders have significantly improved with the role of the institute better understood. The institute's voice is increasingly heard on issues that affect members and the public interest. The Governing Council, institute's commissions and members are increasingly engaged.
- 5. **Internally Generated Revenue (IGR) Streams:** IGR streams significantly increased ahead of expectations in the last 4 years driven by student enrolment and CPD programmes. This is critical for a self-sustenance and independence of a PAO.

CHALLENGES (WEAKNESSES AND THREATS)

- 2. Matching Ambitions with Capability. The institute is as good as its secretariat – and the last 4 years have demonstrated that. However, the institute's ambitions are much higher than the current capability. Significant investments into people, systems and infrastructure will need to continue to be made to build the secretariat and commissions into a lean and effective machine. Investments into staff, an integrated MIS, results tracking and empowerment systems will help bridge the gaps.
- 3. **Performance Management System (PMS):** Despite the successful execution of the current strategy, the institute's Tier 1 was not cascaded to Tier 2 and 3 to create the necessary visibility around results.
- 4. **Gaps in the Regulatory Environment.** A number of gaps have been identified that effects the institute's ability to deliver on its mandate. As the institute's qualifications are enhanced with new pathways (CAT and CPA), they will need to be given the weight of law. It is also critical that the institute secures a 'mandatory membership registration' for any professional practice in Rwanda. Equally, the institute will need to enforce the requirement for 'appropriate experience' prior to full membership.
- 5. **Weak MIS.** The institute's MIS is not yet 'mission ready' and integrated.

ICPAR FIVE-YEAR STRATEGIC PLAN 2022 - 2026

INTEANAL

ENABLERS (STRENGTHS AND OPPORTUNITIES)

CHALLENGES (WEAKNESSES AND THREATS)

(C) Opportunities:

- 1. **Growing Membership base:** Demand for financial professionals is bound to grow as Rwanda's economy transforms and professional mobility increases across the continent. To rapidly grow membership towards an estimated 5,000, the institute will need to continue to collaborate with other PAOs while its grandaunts increase.
- Professionalism favorable regulatory framework in the 2. pipeline. As the institute seeks revision of its regulatory framework, effort should be made to create new and demand-driven pathways for both the CAT and CPA qualifications - effectively creating new membership categories. New pathways for the new CAT are possible into tax, data science (analytics), internal audit and business - in addition to PFM and credit. Alignment with WDA (Workforce Development Authority) and the Rwanda TVET Accreditation Framework (RTAF) will drive CAT enrolment. For the forthcoming revision of the CPA, the gold standard is a 'future-ready' and versatile profession. The intention should be to meet what Rwanda needs while creating international opportunities for mobility.
- 3. Harness Technology for a future-ready profession: ICPAR will have to implement and embed its ICT Strategy & Innovations to the business to improve operational efficiency. ICT will need to play a significant role in membership (student and members) growth and CPD programmes, and this will be achieved through the automation of registration and application procedures and practicing certificates.

(D) Threats:

- Funding Uncertainty. A weak resource base and funding uncertainty will continue to threaten the Institute's progress and impact until the institute is self-sustaining. It is also important that funding uncertainty is not extended to public interest matters – the institute will have to continuously make a good business case to attract appropriate resources.
- 2. Stakeholder Expectations and Apathy. Expectations (members, key stakeholders and the public) on the institute are not always matched with resources. While doing more with less resources, ICPAR will need to constantly articulate its priorities and negotiate expectations. Important for the institute to break "chicken and egg" dilemma as a startup, ICPAR needs "stakeholders' support" to provide "stakeholder er value" while stakeholders sometimes think with the reverse logic. Member apathy is seen in the 55% (2017 2019) average ratio of members in good standing.
- 3. Competition: The institute faces competition at multiple fronts - from well-established accountancy institutes with deep pockets and a better infrastructure; membership firms providing similar CPD programmes; unregulated accountants; and ultimate formation of other related bodies. Important that ICPAR is able to map out the nature of this competition and compete on the basis of a 'future-ready' qualification and "member value" - for strong student enrolment and member admissions.

EXTERNAL

ENABLERS (STRENGTHS AND OPPORTUNITIES)

EXTERNAL

Student enrolment is largely driven by perception of quality of the qualifications and the training environment. As ICPAR positions for a 'future-ready' profession, it will also have to influence investments into best class training environments. This will require putting technology at the heart of both the content and deliver of the qualification – with emerging 4th Industrial Revolution Technologies (Block Chain; Cyber Security; Artificial Intelligence; Internet of Things; Design Thinking; etc...) included in the menu of skillsets expected of the institute's graduates. Equally, CPDs will need to increasingly be demand-driven over a robust technology platform.

4. Partnerships for a strengthened Stakeholder: Stakeholder engagement (members and public institutions) is a function of the perceived value from the institute - the assumption is that all stakeholder interests are aligned in the long-run. The institute should invest in a stakeholder management capability that minimizes conflict; extends resource-reach through partnerships and collaboration; increases engagement; and help build the capabilities at the secretariat and commissions.

5. Develop and execute the GoR PFM Competency Based Learning Development Plan: Developing and Implementing this program represents an exceptional opportunity for ICPAR to become a service provider for the government and will support the financial sustainability of the Institution.

CHALLENGES (WEAKNESSES AND THREATS)

- 4. Training Environment: The environment to attract bright students, appropriately train and examine them is still weak and uncertain. Learning institutions are yet to make appropriate investments into world class tuition environments to improve pass rates and attract employment. As a result, the profession is not yet favorably competed with other professions such as medicine and engineering. Also, a significant portion of students pursue accountancy through other service providers. Important for ICPAR to enhance collaborations with institutions of higher learning to improve the tuition infrastructure (enhanced tuition platforms, embedded qualifications, and strong accreditation).
- 5. **Jobs of Tomorrow.** The skillsets for tomorrow are rapidly changing and most of what accountants do today, will need to adapt to survive.
- 6. **Prolonged Covid 19 pandemic and its devastating effects** to the education sector in general. The Institute will be required to heavily invest in IT systems that allow online engagements and examinations.

2.7 Key Issues:

- 1. **Improving Resource Base and Funding Uncertainty.** The institute increased its IGR revenues significantly in the last 4 years, but grants were less than anticipated. While the institute will become self-sustaining in the lifetime of the revised strategy, its broader resource mobilization efforts will need to be strengthened to ensure the critical public interest matters as well as one-off investments have the resources they need. Student enrolment, member registration and CPD will continue to play a significant role.
- 2. Matching Ambitions with Capability. In this strategy, the institute will embark on preparing for the future of the profession. Although the institute has a good as its secretariat and the last 4 years have demonstrated that, significant investments into people, systems and infrastructure will need to be made to grow the required skillsets and partnerships. Investments into staff, an integrated MIS, results tracking, and empowerment systems will help bridge the gaps. The Institutional Balanced Score Card (Tier 1 BSC) will need to be cascaded into Tier 2 (departments) and Tier 1 (staff metrics) as the foundation for the institute's performance management. Similar investments will need to be made to transform commissions. The intention is to lay the necessary foundation for a 'future-ready' PAO and Profession.
- 3. Address Gaps in the Regulatory Environment. Several gaps have been identified that effects the institute's ability to deliver on its mandate. As the institute's qualifications are enhanced with new pathways (CAT and CPA), they will need to be given the weight of law. It is also critical that the institute secures a 'mandatory membership registration' for any professional practice in Rwanda. Equally, the institute will need to enforce the requirement for 'appropriate experience' pri-

or to full membership. Important for the institute to ensure appropriate representation – this might require to add new representations on the Governing Council and keep a keen eye on the composition of commissions. Amending the institute's regulatory framework is technically not within ICPAR's control, but strong advocacy is urgently needed to succeed.

- 4. Develop and execute the GoR PFM Competency Based Learning Development Plan: Developing and implementing this curriculum provides ICPAR with an atypical opportunity to become a service provider for the government and most importantly attain financial sustainability.
- 5. Stakeholder Expectations and Member Apathy. Expectations (members, key stakeholders and the public) on the institute are not always matched with resources. While doing more with less resources, ICPAR will need to constantly articulate its priorities and negotiate expectations. Important for the institute to break "chicken and egg" dilemma as a start-up, ICPAR needs "stakeholders' support" to provide "stakeholder value" while stakeholders sometimes think with the reverse logic. Member apathy is seen in the 51% (2019) average ratio of members in good standing.
- 6. Competition: The institute faces competition at multiple fronts from well-established accountancy institutes with deep pockets and a better infrastructure; membership firms providing similar CPD programmes; unregulated accountants; and ultimate formation of other related bodies. Important that ICPAR is able to map out the nature of this competition and compete based on a 'future-ready' qualification and "member value" for strong student enrolment and member admissions.
- 7. **Maintaining Professional Relevance and Sustainability:** Most of the current jobs will not be there in the same form in a decade. The skills needed tomorrow are not being acquired

through current professional training. The young generation must be attracted differently into the profession – this will require significant shifts in how professional education is delivered and skillsets maintained. The environment to attract bright students, appropriately train and examine them is still weak and uncertain. Learning institutions are yet to make appropriate investments into world class tuition environments to improve pass rates and attract employment. Important for ICPAR to enhance collaborations with institutions of higher learning to improve the tuition infrastructure (enhanced tuition platforms, embedded qualifications, and strong accreditation). It will also be critical that the institute addresses the 3 levers of sustainability (some already referred to above): *institutional* (amend the law to plug the gaps); *financial* (student enrolment, member growth, CPD expansion, investments...); and *structural* (a changing profession and the 'chicken & egg' member dilemma.





STRATEGIC FRAMEWORK

3.1 Vision, Mission and Values:

The institute's vision, mission and core values are still relevant and remain as follows:

- **Vision:**
- A strong, relevant and sustainable profession
- Mission:
- To build a strong and engaged professional accountancy organization that anticipates stakeholder expectations and acts in the public interest.

Ore Values:

The Institute's values remain strong and have been refined to the following: Integrity; Public Interest; Professionalism; and Innovation (IPPI). Our core values are the glue that holds the Institute together and provide the cultural basis for communicating how, in conducting business, ICPAR will deal with stakeholder expectations – guiding decisions and actions towards effectiveness at public interest matters. They will be the yardstick by which the results are measured, and public confidence built.

3.2 Strategic Pillars and Results

TABLE 9: STRATEGIC PILLARS AND RESULTS

STRATEGIC PILLARS (ST) KEY PILLARS:	STRATEGIC PILLAR RESULTS (STR):
 A Sustainable Organization: Sustainability is seen in terms of institutional sustainability; financial sustainability; and structural change resilience. 	• <u>A sound Financial Base</u> : A sound financial base is essential for running an effective PAO. The base will grow from an increasing student en- rolment and member admission, an expanding and diversified revenue base and stakeholder support.
ICPAR will seek long-term sustainability for effective de- livery of its mandate. A PAO is not strong unless it can sustain its mandate through sustainable resources, most- ly internally generated. The goal to become sustainable is achievable in the lifetime of this strategy with increased	A capable Secretariat: The capability of the secretariat is a critical success factor to this strategy. An institute that maintains a 'fit-for-purpose' institutional capability (structure, culture, people, systems and processes) – with a conducive working environment that attracts, develops and retains the skillsets needed – sustaining an ability to do 'more with less'.
stakeholder support; efficient operations and effective execution of priority initiatives in the strategy.	<u>A Sound infrastructure:</u> Infrastructure is two-fold.
It is premised on a strong growth in student enrolment; CPD programmes; and membership - supported by a lean and capable secretariat in a modern infrastructure.	 a. ICT Infrastructure. Technology is increasingly at the heart of a success- ful PAO – enabling the PAO to deliver on expanding expectations with a lean secretariat. ICT enables the PAO toustain effective engagement with members and stakeholders in the public interest.

STRATEGIC PILLARS (ST) KEY PILLARS:	STRATEGIC PILLAR RESULTS (STR):
	Without a robust ICT infrastructure that influences how value is created; stakeholders are engaged; how tuition and examinations are delivered; how CPD is delivered; and how the institute organs are supported – a significant portion of this strategy would be at risk. The institute will embrace a new 'institutional mindset' ready to embrace and thrive in emerging technologies (AI, business intelligence, data mining, etc) in a digitized world. a robust digital banking culture; and
	Own Premises. The institute has successfully moved into its 'owned' premises through a mixture of savings (building fund) and borrowing. This brings stability and helps the institute build equity – occupying 577m2 out of the 1,842m2 available. The remaining 1,315m2 will provide a base for a new income generating project.
 Relevance: PAO relevance is at the heart of its mandate. Relevance is measured in terms of member perceived value and stakeholder impact. Assumed relevance rallies support and collaborations essential for effective delivery on mandate. The strategy assumes relevance as an essential yardstick to measure success and sustainability. This will be seen in strong student growth and member admissions as well as strong stakeholder collaboration. 	 (a) Member Value. An Institute is as strong as its members. Member growth will be supported by a strong pipeline of student enrolment and member value – and at the heart of it all, is the quality of the ICPAR qualification. Member value will be augmented with a strong CPD programme, member benefits and participation. ICPAR will invest in stronger internal capabilities, smarter technology and partnerships to serve members now, and tomorrow. (b) Stakeholder Value. Most of the PAO mandate is sustainably delivered with a strong collaboration with different stakeholders. The inherent value proposition needs to be understood and mutual accountabilities established to ensure trust and results. iCPAR's service delivery is to support the private and publicsector to meet the demand for high-quality professional accountants and technicians which are essential to grow Rwanda's economy. It will do this in a sustainable way that deepens relevance across its stakeholder groups; the private and public sectors, driven by our values of integrity, public interest, professionalism, and innovation.

ICPAR FIVE-YEAR STRATEGIC PLAN 2022 - 2026

2

STRATEGIC PILLARS (ST) KEY PILLARS:	STRATEGIC PILLAR RESULTS (STR):
	(c) A Future - Ready Profession. The strategy seeks to align and respond to the market needs in the public and private sector. The intention is for the ICPAR qualifications to remain relevant to the market, practical and sought-after in the lifetime of this strategy. The focus will be two-fold:
	♦ A Future - Ready CAT. The new CAT has been enhanced with PFM and Credit Management skillsets to address public sector and the banking industry needs. Further enhancements will be made to expand path- ways (data analytics, tax, assurance and industry) and ensure graduates are ready for the employment of tomorrow.
	A Future - Ready CPA. The CPA will also be enhanced with new pathways (PFM, Tax, Assurance, Analytics, etc) designed to improve the scope of practice and international mobility.
 Strong Profession: The strength of the profession is a function of several elements. including – its qualification and competence framework; effective regulation; the employability of its members; and perceived impact to society. A strong profession is both sustainable and relevant. 	(a) Brand Recognition. Brand recognition will drive career choices and the quality of graduates seeking the ICPAR qualification. It will also attract collaborations across the public, private and social sectors – parties willing to leverage different competencies to drive public interest matters on issues of common interest. Equally, it will help expand the scope and opportunities for members to practice.
 This strategy intends to make progress on all these aspects in the next five years. 	(b) Effectively Regulated. The Institute intends to strengthen its legal framework as well as compliance with IFAC's Statements of Member Obligations (SMOs). A strengthened legal framework will help harmonize the ICPAR law with national laws and remove gaps. Establishing the capacity to sustain compliance with SMOs will accelerate full IFAC membership and strongly drive regulation towards public interest matters.
	(c) Employability. Employability of our members is critical responsibility of the Institute. The 'future-ready' qualification framework will create choice and mobility within and outside Rwanda. New member catego- ries (pathways) will expand scope for member services. A new



STRATEGIC PILLARS (ST) KEY PILLARS:	STRATEGIC PILLAR RESULTS (STR):
	competence framework will raise the profile of members towards influ- ence in the boardrooms. In order to support the GoR's vision 2050 on employability and the need for quality skilled manpower, the institute has launched the new CAT qualification that is competency based, and it will also be introducing the new CPA in 2024. These are all designed to integrate skills and capabilities by ensuring students experience real workplace situations.

3.3 Strategic Objectives and Strategy Map:

The high-level strategic objectives make the Institute's strategy actionable. The 'strategy map' tells the story of how the Institute creates value – highlighting the 'logical linkages' that build up to the strategic result – showing the upward flow of the value creation process from the *performance driving objectives* (organizational ca-

pacity and internal business processes) to *results objectives* (stakeholder value and financial stewardship). These enterprise-wide objectives are intended to deliver for ICPAR, the three strategic themes – a sustainable organization; relevant; and a strong profession. Most objectives have some degree of influence on the three strategic themes or pillars. In Table 7 below, the objectives are linked to the pillars that they have the most influence on. This is helpful in balancing effort and resources to ensure the three themes receive appropriate attention in their execution.

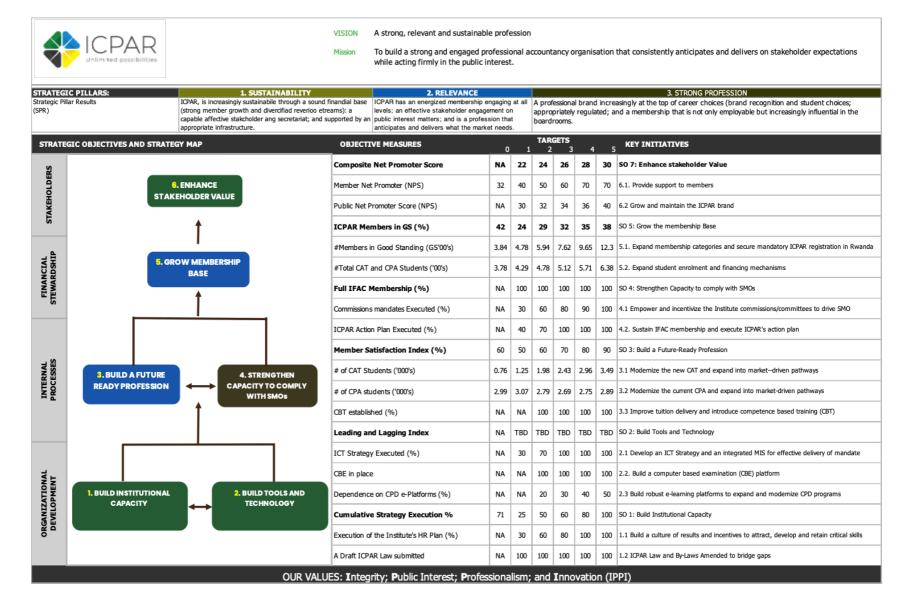
STRATEGIC THEME	KEY STRATEGIC OBJECTIVES STRONGLY LINKED		
Strong Profession	Build Capacity to comply with the 7 SMOs (5); and Enhance Stakeholder Value (7)		
Relevance	Build a Future-Ready Profession (3); and Grow the Membership Base (6)		
Sustainability	Improve Knowledge and Skills (1); Strengthen Technology and Incentives (2); and Enhance Revenue Mobilization (6)		

TABLE 10: KEY STRATEGIC OBJECTIVES

STRATEGIC PLAN

The strategic objectives to be pursued are aligned with the four key perspectives – cascading from "organizational capacity; business processes; financial stewardship; and into stakeholder value." The objectives are aligned in a strategy map to help focus on the most important things first; align vision and mission to culture; and show a logical connection between performance and results. This is captured in the "Strategy Map".

FIGURE 1: ICPAR STRATEGY MAP





3.4 Enterprise Level Initiatives

3.4.1 Institutional Capacity (Weight = 40%)

TABLE 11: ORGANIZATIONAL CAPACITY

#	Objective	Strategic Initiatives (Actions)	Target	WT	1	2	3
1	Build	1.1 Review and update of the ICPAR law and Bi law	Q4-2023	5%			
	Institutional	1.2 Secure own premises for current and future use	Q4-2023	3%			
	Capacity	1.3 Create a conducive working environment	Annual plans	2%			
		1.4 Design and implement appropriate policies and procedures1.5 Build a culture of results and incentives to attract, develop and retain critical skills		3%			
				6%			
		1.6 Run institute affairs appropriately	Annual plans	3%			
		1.7 Undertake a final evaluation of the strategy	Q4-2026	2%			
		Assigned Weight		24%			
2	Build Tools &	2.1 Review and establish a more appropriate ICT Systems to deliver the mandate	Q2-2023	3%			
	Technology	2.2 Develop an ICT blueprint and policy framework	Q4-2024	2%			
		2.3 Enhance the existing ICT systems		2%			
		2.4 Equip the institute with appropriate ICT equipment and systems	Q4-2026	3%			
		2.5 Acquisition of Computer Based Exams (CBE) System	Q4-2025	6%			
		Assigned Weight		16%			
		Total Weight Assigned to the Learning and Growth Score Card		30%			

 Improve Knowledge, Skills and Incentives: People influence results! For an ambitious and future-ready PAO, a highly capable secretariat is a 'sin quo non' for an effective PAO! The institute will need to mobilize resources to invest in its people – sustain the ability to attract, develop and retain the skillsets it needs. ICPAR must become a 'disrupter' and go beyond known benchmarks. Within a decade, the institute *will need to* be within the top 20 PAOs in the world through smart partnerships and people investments. The right incentives will need to be in place to mitigate rapid loss of employees as well as a good replacement pipeline.

2. <u>Strengthen Tools and Technology Utilization</u>: We are in an age of rapid change, heightened uncertainty and disruption. The institute members will see increased pressure to move

from "accounting for the balanced sheet to accounting for value creation" and rapid business model disruptions. New skillsets will be demanded of them – integrated thinking; cognitive business; data analytics (structured and unstructured data); enhanced enterprise risk management; forensic analysis; cybersecurity; design thinking; and much more. Disruptive demographics (78% of Rwanda's population is under 35 years) will create new conditions – the new generation learn and work differently. As a PAO, ICPAR will need to be in the same lane – leading this change through a 'digital relevant' curricula and competence frameworks. New technologies (AI, machine learning, blockchain, robotics, etc...) bring new threats and opportunities. Beyond the institute's ICT Blueprint, ICPAR will need to design an ICT strategy for a 'future-ready' PAO; implement an integrated MIS that elevates engagement at all levels; align tuition and exams with emerging technologies; and establish sustainable e-learning platforms. In a nutshell, ICPAR will need to put technology at the heart of its internal capability; stakeholder engagement; and its qualification framework.

3.4.2 Internal Business Processes (Weight = 30%)

#	Objective	Strategic Initiatives (Actions)	Target	WT	1	2	3
3	Build a	3.1 Enhance the ICPAR CPA and CAT qualifications to meet market expectations	Q4-2024	5%			
	'Future-Ready'	3.2 Acquisition of Learning Management System	Q4-2024	2%			
	Profession	3.3 Development of ICPAR Certificate in PFM	Q4-2024	2%			
		3.4 Align ICPAR qualifications to various educational frameworks (NQF, Academic programs, Etc)	Q4-2024	3%			
		3.5 Review and strengthen the examination delivery process	Q4-2023	2%			
		3.6 Improve tuition delivery and introduce competence-based training	Annual plans	4%			
		3.7 Review and Strengthen the examination delivery process	Q4-2023	2%			
		Assigned Weight		20%			
4	Build Capacity to Sustain	4.1 Empower and incentivize the Institute commissions/committees to drive SMO (1-7) compliance	Q3-2024	4%			
	Compliance	4.2 Implement a life-long learning support framework	Annual plans	6%			
	with SMOs	Assigned Weight		10%			
		Total Assigned Weight to the Internal Business Process Dimension		30%			

TABLE 12: INTERNAL BUSINESS PROCESSES

Build a 'Future-Ready' Profession: According to recent re-3. search, the professional accountant of tomorrow will need to be adaptable (agile, able to work well with ambiguity, and resilient): innovative (a change agent, curious, proactive, instinctively collaborative, and an integrator); a valued professional (value mindset, skeptical, ethical, and a lifelong learner); a visionary leader (strong credibility, futuristic and forward looking, commercially aware, a digital leader, creative and balanced); and an effective communicator (persuasive story teller, negotiator and influential). Although most of the current traditional roles will be become obsolete as a result of new technologies, new ones will emerge and immediately create winners and losers. The future professional will create and preserve value; lead technology; manage risk; innovate and optimizes enterprises processes; tell the value story beyond numbers; provide predictive insights: lead and control in a much volatile environment. Most of these skills are absent today in the training process and the work place. To avert a titanic story, PAOs that choose a bold new path will have a chance - but will require a bold vision and strong partnerships to leverage resources. ICPAR will need to mobilize resources to execute the five initiatives in order to begin to lay a foundation this Strategic Objective. This is an audacious pursuit - and will need a coalition of educators, credible institutions and an array of partners to mitigate the inevitable gaps in skills and resources. Doing so successfully, will push the institute into the circle of the few PAOs that will survive and remain relevant. Given the number of Rwandan students in the pipeline, the upcoming exemption framework, public sensitization, certainly ICPAR will soon get the traction and achieve the desired critical mass of gualified accountants. The institution should be focusing on delivering quality members to the public and private sector and this is to be done without compromising on the critical mass and quality of accountancy professionals being delivered by ICPAR. By establishing an enhanced CAT & CPA Qualification;

> **STRATEGIC PLAN** 2022 - 2026

a competence framework with new market driven pathways; and strengthen the examination delivery process – ICPAR will be able to meet business and government demand for a technician-level qualification increasing expertise at this level and ensure that there is a further route into the profession for students. The skills of accountants in key sectors will be enhanced to better support businesses and government. Furthermore, members and students will be recognized for the skills they bring to further growth and add public value.

4.

Build Capacity to Sustain Compliance with SMOs: Effective compliance with the "Statements of Membership Obligations (SMOs)" is at the heart of the mandate of the PAO and a public interest matter. SMOs are largely implemented through various organs of the Institute that draw from member participation. These organs depend on an effective secretariat for efficiency of their operations. Membership of these organs requires exposure and sustained mentorship to be effective. The Institute's MIS should also extend to these organs and be integrated in the broader agenda of the Institute. This will also require strong member engagement for increased voluntary participation. Compliance with SMOs will also require to be mainstreamed throughout the Institute activities and build on momentum throughout the strategy execution. Effective operationalization of the SMOs will collectively influence public confidence in the Institute. Ultimately, this will allow the institute to institutionalize execution of the published SMO Action Plan (June 2019).

3.4.3 Financial Stewardship (Weight = 15%)

TABLE 13: FINANCIAL STEWARDSHIP

#	Objective	Strategic Initiatives (Actions)	Target	WT	1	2	3
5	Grow the	5.1 Rollout membership drive	Q4-2023	3%			
	Membership 5.2 Promote the accounting profession and its examinations Base and 5.3 Enhance revenue mobilization revenues Assigned Weight		Annual plans	7%			
			Annual plans	5%			
				15%			
			15%				

5. **Grow the Membership Base and Revenues:** (1) Growth in membership is expected to be boosted by a major shift in student enrolment driven by the new CAT and the WDA partnership. Other important initiatives will include: formalizing new categories; creating a formal category for students and finalists before full member admission; promoting the institute qualifications nationally; lobbying for the CAT and CPA programmes for inclusion in the GoR Students Financing Scheme; and securing a regal requirement for anybody wanting to practice the accounting profession in Rwanda to be registered and in good standing with ICPAR – with an intention to reach at least 2,000 members in good standing by 2024 as well as a significant increase in the student body. (2) Both member growth and expanded revenue streams are important for the longterm self-sustainability of the Institute. The Institute will establish a long-term revenue enhancement strategy to underpin its quest to diversify its revenue base. Other initiatives include establishing a partnership to develop spare space (1,351m2) at ICPAR House; expansion in student and member enrolment (especially the 600+ KASNEB members and members not in good standing – about 47%); re-imagining the FIRE Awards and the Economic Symposium flagship events; and strong resource mobilization for public interest matters and one-off major institute programmes.

3.4.4 Stakeholder Value (Weight = 15%)

TABLE 14: STAKEHOLDER VALUE

#	Objective	Strategic Initiatives (Actions)	Target	WT 1	2	2 3
6	Enhance 6.1 Provide support to members Stakeholder 6.2 Enhance and strengthen existing strategic partnerships Value 6.3 Grow and maintain the ICPAR brand		Annual Plans	7%		
			Annual Plans	4%		
			Annual Plans	4%		
		Total Weight Assigned to the Stakeholder Value Dimension		15%		

Enhance Stakeholder Value: The institute's stakeholders are 6. derived from its mandate to regulate members (qualified and student members) as well as institutions that interface on 'public interest' matters - a mandate that is not mutually exclusive. Effective stakeholder management speaks to the relevance of ICPAR and its sustainability as a strong profession. The Institute will develop and sustain a "member value proposition" as a framework to manage expectations and keep members gainfully engaged. The enhancements to the gualification, a new competence framework as well as effective regulation will sustain the perception of a strong profession and the employability of members. ICPAR will Support GoR's PFM Competency-Based Learning Development Plan which provides a common language on how Government will nurture its talents toward building a strong backbone for effective PFM in oversight and implementing agencies. Service provision to the GoR is in an important aspect of enhancing stakeholder value.

Equally, the Institute has a responsibility beyond its members, to the nation – through its 'public interest' mandate – that should be delivered in close collaboration with other stakeholders over the lifetime of the strategy through the establishment of deliberate partnerships. The ultimate outcome for a successful mandate is a strong profession – which assumes an engaged and energized membership that consistently acts in the public interest. Growing the ICPAR into a strong profession will be reflected in the power of its brand tracked through a brand strategy and a communication plan.



ANNEXURE

4.1 Results Matrix

Strategic Outcomes	KPIs	Baseline ²	YR1	YR2	Yr3	Yr4	Yr5	Data Reporting	Who	
1.0 Build Institutional Capacity	ICPAR Strategy Successfully Executed (%)	71	25	50	60	80	100	KAPs and NPS	CEO	
1.1 An ICPAR Law amended to bridge gaps	A draft ICPAR law submitted	Current Law	100%	100%	100%	100%	100%	Annual Reports		
1.2 A Conducive Environment and Incentives in place to attract, develop and retain critical skills	NPS of 70 Maintained	NPS 60	NPS 70	NPS 80	NPS 80	NPS 80	NPS 80	KAPs		
1.3 Review and Align skills to institutional results (Tier 1 cascaded to Tier 2 and 3 Metrics)	ICPAR Tier BSC Successfully Cascaded to Tier 2 and 3	Tier 1 BSC	100%	100%	100%	100%	100%	Tier 1 BSC Annual Tracking Report	SIS	
1.4 An ICPAR HR Strategy in place & executed to attract, develop & retain critical skills	ICPAR HR Strategy Executed	None	30%	60%	80%	100%	100%	HR Strategy Annual Tracking Report		
2.0 Build Tools and Technology	Technology Utilization is driving a future-ready PAO and Profession	None	40%	60%	80%	90%	90%	KAPs	CEO	
2.1 An ICT Strategy in place and	ICT Strategy developed	None	100%	100%	100%	100%	100%	An ICT	SIS	
executed to support a Future- Ready PAO and Profession	ICT Strategy fully executed	None	30%	50%	70%	80%	100%	(including the blueprint)		
2.2 An Integrated MIS in place to support a Future-Ready Profession	An Integrated MIS in Place	ICT Blueprint	50%	100%	100%	100%	100%	Strategy Annual Tracking Report		
2.3 A Computer Based Examination (CBE) platform Executed by Q1-2024	A successful implementation of the CBE to improve the exam delivery process	Manual System	40%	100%	100%	100%	100%	KAPs		
2.4 ICPAR dependent on a robust e-Learning Platform for CPDs	An e-Learning Platform and Partnerships Established	None	0%	50%	100%	100%	100%			

2 Baseline (2019).



Strategic Outcomes	KPIs	Baseline ²	YR1	YR2	Yr3	Yr4	Yr5	Data Reporting	Who
3.0 Members Acknowledged for their 'Future-Ready' Skillsets	Stakeholder Perception Index (SPI)	None	50%	60%	70%	80%	90%	SPI	CEO
3.1 A Modernized CPA where ICPAR's CPAs are highly sought-after, and their influence acknowledged in boardrooms	Current CPA modernized into a "Future-Ready" Qualification with new pathways for local needs and international mobility	None	70%	80%	90%	95%	100%	SPI and GTI (Graduate Tracer Index)	EDS
as value creators	# of CPA Students	3,584	3,840	4,973	5,273	5,946	6,322	Annual Report	
3.2 Improved Tuition Delivery and Successful Introduction of Competence Based Tuition	Tuition quality and student support improved across accredited providers	None	50%	100%	100%	100%	100%	SPI (Students Perception Index) and NPS	
(CBT) by Q1-2024 - across all accredited providers	All Tuition Providers are accredited to provide CAT and CPA embedded programmes	2	50%	100%	100%	100%	100%	Annual Reports	
	Accredited Revision Programme Successfully Conducted	None	None	1	2	2	2	Annual Report	
3.3 The ICPAR Qualification ranked among the top 3 professions of choice by students in high schools	Awareness Strategy to attract and retain bright students into the profession in place	None	100%	100%	100%	100%	100%	Annual Reports	
4.0 Capacity to Sustain SMOs Compliance Established	IFAC Full Membership	Associate	100%	100%	100%	100%	100%	Annual, Annual Reports	PDS
4.1 A Cohesive Strategy Framework Established to Guide the Work of Commissions to Drive SMOs	5-Yr Strategies for Commissions in place	None	100%	100%	100%	100%	100%	Annual Reports	PDS
4.2 The Secretariat Empowered to Sustain IFAC membership and execute ICPAR's action plan	The secretariat empowered to execute the institute's IFAC Action Plan	None	100%	100%	100%	100%	100%		
4.3 ICPAR Commissions Empowered and incentivized to Execute Mandates	An empowerment program for ICPAR Commissions in place	None	100%	100%	100%	100%	100%		



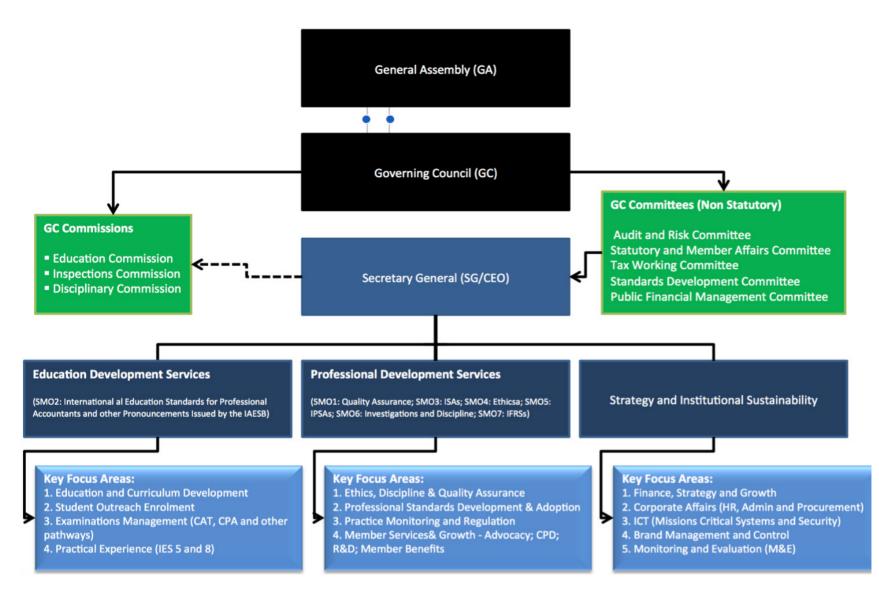
Strategic Outcomes	KPIs	Baseline ²	YR1	YR2	Yr3	Yr4	Yr5	Data Reporting	Who
5.0 Membership Base Expanded	Total # of ICPAR members	807	893	1,088	1,280	1,457	1,610	Annual Report	PDS
	Good Standing (%)	48%	56%	59%	59%	61%	63%		
5.0.1 Membership Categories Expanded and aligned to market needs	The current CAT and CPA membership categories expanded	2	2	100%	100%	100%	100%	Annual Report	PDS
5.0.2 Awareness and choice (in the top 4 professions) of the ICPAR Qualifications increased among high schoolers	A pre-CAT 10-Year Student Recruitment Strategy Executed nationally	None	100%	100%	100%	100%	100%		
5.0.3 ICPAR Students (CATs and CPAs) have access to a Student Financing Mechanism for their professional studies	A sustainable mechanism to finance students undertaking the ICPAR Qualifications established	None	100%	100%	100%	100%	100%		
	% of Total Students with Financing	None	20%	50%	80%	90%	90%		
5.0.4 Registration and Good Standing with ICPAR Mandatory for all Accountants Working in Rwanda	ICPAR Registration and GS Mandatory	None	100%	100%	100%	100%	100%		
5.1 ICPAR has the necessary	IGR (Rwf blns)		1.84	2.06	2.63	3.07	3.38	Annual, Annual	CEO
resources to o Execute	Grants (Rwf blns)		0.60	0.95	1.06	0.50	0.49	Report	
Mandate	% of IGR to Total Income	63%	6 75%	68%	71%	86%	87 %	_	
	% of Grants to Total Income	37%	6 25%	32%	29%	14%	13%		
5.1.1 ICPAR Strategy Funded	A long-term revenue enhancement strategy in place	None	100%	100%	100%	100%	100%	Annual Report (AR)	SIS
5.1.2 The FiRE Awards and Economic Symposium are 2 National Signature Events	A Strategy to optimize the FiRE Awards and other ICPAR flagship programmes in place	None	100%	100%	100%	100%	100%		
	The FiRE Awards becomes a signature event	None	100%	100%	100%	100%	100%		
	The Economic Symposium becomes a signature event	None	100%	100%	100%	100%	100%		



Strategic Outcomes	KPIs	Baseline ²	YR1	YR2	Yr3	Yr4	Yr5	Data Reporting	Who
5.1.3 The institute has access to resources it needs for Public Interest Matters	Grants Contribution (%)	37%	AR	AR	AR	AR	AR	Annual Report (AR)	SIS
6.0 Stakeholder Value Strengthened	Member Satisfaction Index (MSI)	None	50%	60%	70%	80%	90%	KAPs	CEO
	Stakeholder Perception Index (SSI)	None	50%	60%	70%	80%	90%		
	Net Promoter Score (NPS)	None	40	50	60	70	80		
6.1 Member perceive value in the institute, are engaged and supported	A Member Benefits & Engagement 5-Yr Strategy is executed from	None	100%	100%	100%	100%	100%	Annual Report (AR)	PDS
	Members are appropriately supported	AR	AR	AR	AR	AR	AR		
6.2 ICPAR has a future-ready member Life-Long Learning Framework	A future-ready Life-Long Learning Framework in place	None	0%	100%	100%	100%	100%		
6.3 ICPAR increasingly driving 'thought leadership capabilities' in the public interest	A framework to grow 'thought leadership capabilities' for members and the Secretariat in place	None	100%	100%	100%	100%	100%		
6.4 ICPAR qualifications are widely acceptable and preferred	The ICPAR qualification is included in the PSC ² and MRA ³	None	AR	100%	100%	100%	100%		
6.5 Strong partnerships and resources mobilized for public interest matters	Partnerships and Resources mobilized for public interest matters	Existing Grants	AR	AR	AR	AR	AR		
6.6 ICPAR's new brand strengthened	Communication Strategy Executed	2021	AR	AR	AR	AR	AR		
	A Brand Audit Conducted and 3 -Year Communication Strategy in Yr3	2021	0%	0%	100%	100%	100%		

3 PSC (Public Service Scheme); 4 MRA (Mutual Recognition Agreement);

4.2 Institutional Organogram:



4.3 **Risks and Mitigations:**

NO	KEY RISKS:	MIT	IGATIONS:
1	Inadequate funds to implement strategy . Funds re- quired for the full implementation of the strategy not available or inadequately timed leading to a missed op- portunity to further develop the profession in Rwanda.	(a) (b)	Robust plans developed and implemented to generate funds internally from student, members, CPD, training and other activities. Development partners sufficiently engaged, especially on public inter- est matters;
		(c)	Key objectives outlined with clearly defined outcomes and associated costs developed to facilitate prioritization of available funds.
2	Required changes to legal framework not completed in time. There are key amendments to the ICPAR law and byelaws to bring it in line the recent legal frame- work; incorporate new pathways; and optimize revenue opportunities – critical for a successful execution of this strategy.	(a) (b)	Prioritize development of the draft law, early submission and lobby stakeholders; and Communicate resultant changes and implications to all affected stake- holders.
3	Strategy poorly implemented due to lack of some ca- pability at the secretariat and commissions. The suc- cessful implementation of the strategy is premised on a capable secretariat and effective commission work - with the requisite leadership and skills.	(a) (b)	ICPAR will develop a competence framework; conduct a skills audit of existing staff and establish an HR strategy to map out the path to a fu- ture-ready PAO; and The Tier 1 BSC will be appropriately cascaded to Tier 2 and 3 as the basis of the institute's performance management system.
4	Relevance. Diminished Relevance as the institute members struggle in the workplace due to a disrupted profession as a result of technology. A firm or government's existing talent is one of its greatest assets. Of equal importance is the need to attract and retain talent to forge the right level and type of skills needed in the modern workplace.	(a) (b)	The revised strategy is intended to lay a firm foundation for a future ready PAO and Profession. The New CAT and current CPA will be re- viewed to include a framework for the skills of tomorrow; and A process to upgrade tuition and exam delivery will consider the needs and character of a new generation of students. The institute will devel- op a program to empower and upskill local training experts to sustain professional education. In particular, ICPAR will develop and implement the Public Financial Management Competency- Based Learning Devel- opment program to develop competent workforce within Government.



NO	KEY RISKS:	MIT	IGATIONS:
5	Members disengaged and not valuing role of ICPAR. ICPAR members do not support activities of the Insti- tute and / or member numbers continue to decline as	(a)	Member engagement and communication plan developed and imple- mented, including a membership benefit framework.
	a result of a perceived lack of value from ICPAR in sup- porting their career progression.	(b)	Member feedback on support required is obtained periodically, and ac- tion taken by Institute communicated to membership; and
			Implement mandatory member registration requirements, as required by law.
6	Student targets not met. Projected students target not met as a result of perceived high cost, competition and poor perception of the value of CAT and CPA designation.	(a)	Develop and promote CAT and CPA career destinations based on tes- timonials that demonstrate employability and career prospects for CAT and CPA designation holders.
	tions.	(b)	Collaborate to establish a revolving student financing facility – prefera- bly, admission into Rwanda's Student Financing Fund (SFF) to provide student loans.
			Active programme to engage public services agencies to place CAT and CPA designation holders on appropriate remuneration scales; and
		(d)	Active programme of student and employer communication, and pro- motion to create demand. Promote the profession jointly with other key PAOs, positioning ICPAR as the voice of the profession in Rwanda.
7	Poor study support. Study support and tuition not sufficiently available to drive student exam progression,	(a)	Programme of tuition provider accreditation developed and implement- ed;
	leading to poor pass rates and high dropout rates.		Programme of student study journeys developed and implemented to cover self-study, face-to-face, online and blended learning as per IES (International Education Standard) requirements. Particularly, IES re- quirements allow the utilization of competencies preferably to just the- ory. This is what should be considered when providing tuition accredita- tion.
		(c)	Student mentoring and counseling programmes developed and imple- mented; and
		(d)	Develop and signpost students to learning resources and other sources of support.

36

NO	KEY RISKS:	ΜΙΤ	IGATIONS:
8	Poor uptake of CPD and training courses. CPD and training courses offered by ICPAR not patronized by members and other stakeholders leading to key income targets being missed and contributing to adverse member and customer satisfaction scores.	(a) (b)	Strengthen quality and platforms for the institute's CPD programme to generate demand and relevance for members and non-members; and Engage market-leading national and international experts to deliver quality CPD training for maximum impact while expanding partnership with other institutions to expand pool of participants for CPD and training.
10	ICPAR does not fulfil its public value agenda, includ- ing championing accountability and transparency in Rwanda. ICPAR is unable to fulfil its role as the voice of the profession in Rwanda, leading to a decline in brand recognition and influence of the Institute. ICPAR's main risk lies in its inability to deliver on its mandate as the GoR's service provider of the PFM Competency Base Learning Development Curriculum.	(a) (b)	 Public interest stakeholder collaboration strategy developed and implemented. ICPAR represented on key forums where accountability, transparency and good governance are promoted. ICPAR brand strategy successfully implemented. Series of public awareness engagements planned and executed.
11	COVID - 19 has changed the normal ways of learning and conducting of examinations and led to loss of income due to limited IT and Online platforms as an alternative.	a)	Establish IT infrastructure that allows the Institute to continue examina- tions and trainings online in case the pandemic period prolongs.

4.4 Financials

4.4.1. Statement of comprehensive income (Frw)

Financial year	2022	2023	2024	2025	2026
Currency	Frw'000	Frw'000	Frw'000	Frw'000	Frw'000
Period	Forecast	Forecast	Forecast	Forecast	Forecast
Revenue					
Programs Income	1,708,329	1,991,248	2,549,302	3,005,229	3,299,484
Sale of books	8,423	23,657	26,881	11,014	11,229
Grants	600,712	954,667	1,057,333	496,000	490,000
Other income	121,855	48,282	53,108	58,429	64,298
Total Revenues	2,439,319	3,017,855	3,686,625	3,570,672	3,865,010
Programs direct costs					
Examination	236,045	297,899	372,289	516,704	555,659
Books	3,092	8,962	10,646	4,927	4,485
PFM Certification	-	-	35,928	62,051	92,265
CPD and Trainings	375,120	440,176	636,814	713,808	806,656
Total, Cost of sales	614,257	747,038	1,055,677	1,297,489	1,459,064
Gross Profit	1,102,495	1,267,868	1,520,506	1,718,753	1,851,649
Operating expenses					
Personnel cost	601,207	685,641	678,456	736,732	743,474
Transport and travel	203,196	112,686	130,139	147,252	164,478
Communication costs	89,857	117,557	180,519	182,389	212,646
Professional membership	15,746	22,928	26,161	28,839	32,035
Other administrative and operating costs	596,037	761,632	929,324	832,712	931,652
		- ,	,	· · · · · · · · · · · · · · · · · · ·	

Financial year		2022	2023	2024	2025	2026
Finance charges		5,549	5,658	6,506	7,157	7,873
Total Operating Expenses		1,511,591	1,706,101	1,951,104	1,935,082	2,092,158
Operating Profit		313,471	564,716	679,843	338,101	313,788
Finance costs		77,975	59,268	52,559	44,729	39,219
Depreciation		125,547	232,883	334,867	286,781	261,446
Profit before tax		109,950	272,564	292,417	6,591	13,122
Income tax	30%	-	-	-	-	-
Total net comprehensive income		109,950	272,564	292,417	6,591	13,122

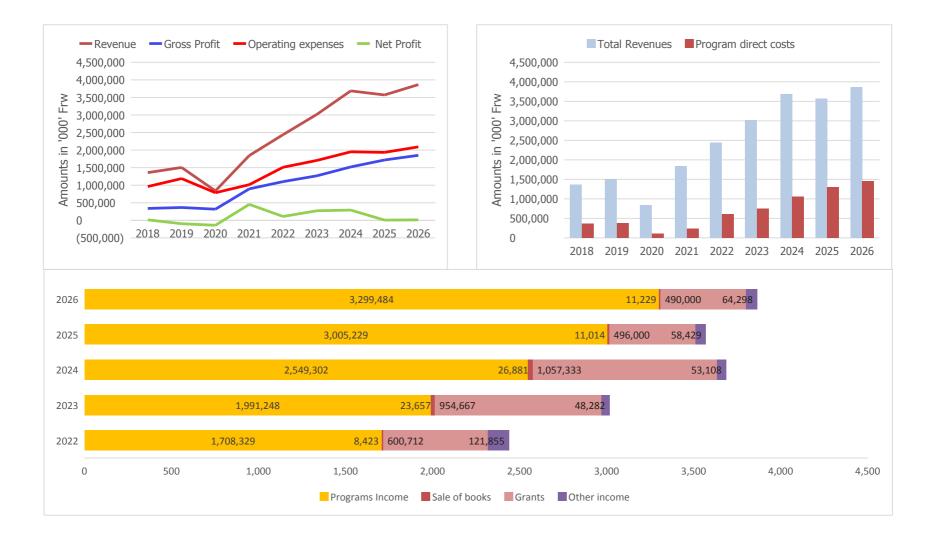
4.4.2. Statement of Cashflows (Frw)

	2022	2023	2024	2025	2026
Net income	109,950	272,564	292,417	6,591	13,122
Non cash items adjustments	203,560	474,301	627,284	293,372	274,569
Changes in working capital	107,214	14,028	(31,796)	(46,469)	(11,442)
Cash flow provided by operating activities	310,775	488,330	595,488	246,903	263,127
Cash flows from investing activities	(382,940)	(632,667)	(617,333)	(110,000)	(159,000)
Cash flows from financing activities	(4,146)	(19,234)	(24,490)	(22,930)	(5,145)
Net increase (decrease) in cash and cash equivalents	(76,311)	(163,571)	(46,335)	113,973	98,982
Cash at the beginning	297,635	221,324	57,754	11,418	125,391
Cash at the end	221,324	57,754	11,418	125,391	224,373

4.4.3. Statement of Financial Position (Frw)

Statement of Financial Position					
	2022	2023	2024	2025	2026
Non-Current Assets	989,603	1,389,387	1,671,853	1,495,072	1,392,626
Current Assets	532,422	415,860	461,365	649,763	797,123
Total Assets	1,522,026	1,805,247	2,133,218	2,144,835	2,189,749
Financed by:					
Members' fund	745,988	1,035,991	1,347,300	1,374,633	1,409,178
Capital grants	26,731	26,731	26,731	26,731	26,731
Noncurrent liabilities	408,826	341,008	297,626	253,953	227,386
Current liabilities	340,480	401,516	461,561	489,518	526,454
Total Equity and Liabilities	1,522,026	1,805,247	2,133,218	2,144,835	2,189,749
Net Assets	745,988	1,035,991	1,347,300	1,374,633	1,409,178

4.4.4. Illustrative Graphs (Frw)



 ICPAR FIVE-YEAR

 STRATEGIC PLAN

 2022 - 2026





www.icparwanda.com