

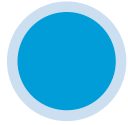
Vision 2033

**Vision Inspires
Clarity Guides
Alignment Delivers**



**Irshad Ali “FCA” 6927, S.No 06
Council Candidate for South-A**

Leader' s Vision with Clarity & Alignment



**Together We
Rise:**

One Nation

One ICAP

One Council

One Agenda

STRONGER & GLOBAL ICAP



Why Should?

“To uphold excellence and ensure due global acceptance.”

Professional Background, Experience, and Education

A member of the Institute of Chartered Accountants of Pakistan (ICAP) with over 20 years of extensive professional experience across Pakistan, the Middle East, and the United Kingdom. Over the past six years, I have focused on advising and guiding audit and consulting practices across Pakistan, the Middle East, the United Kingdom, and Africa.

Current Roles

- **MD / CEO** of Irshad Ali & Company, Chartered Accountants.
- **Audit Committee Chairman & Independent Director** of public listed and unlisted companies.
- **Non-Executive Director & Partner** of **five** diverse entities engaged in real estate, pharmaceuticals, wholesale & retail, and consulting. These businesses operate in **Pakistan, the Middle East, Africa, and the UK.**

Previous Roles

- **Gr Head of Internal Audit** at a multinational company in the ME & UK.
- **Council Member** of a well-known non-profit organization in Pakistan.
- **Head of Audits (South Reg.)** of well company in Pakistan

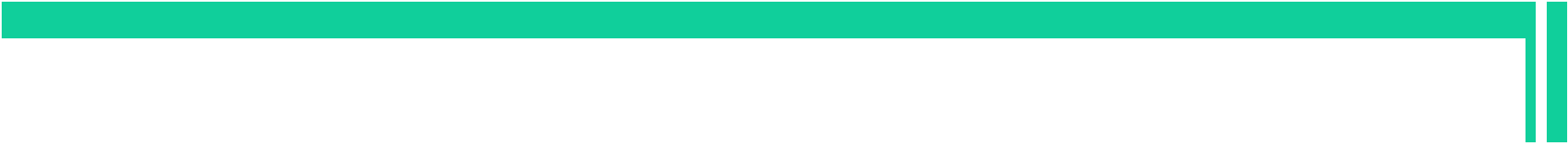
Throughout my career, I have had the privilege of learning from renowned organizations, including:

- The Institute of Chartered Accountants of Pakistan (ICAP), Pakistan
- London Business School, UK
- MIS/TI – London, UK
- University of Karachi, Pakistan

Additionally, I was an Associate Member of:

- The Chartered Institute of Public Finance & Accountancy (CIPFA), UK
- Pakistan Institute of Public Finance Accountants (PIPFA)

About ICAP.



The ICAP represents more than just an institution. It reflects our professional identity and values.

- Professionalism and Integrity
- Respect and National Pride for Pakistan
- Empowering Talent and Supporting the Underprivileged
- Global Presence of Accounting & Auditing Professionals
- National contributor as a trusted advisor in Fiscal Policy and Socio-Economic Development
- Fostering a worldwide community, a family for members and a guardian for students

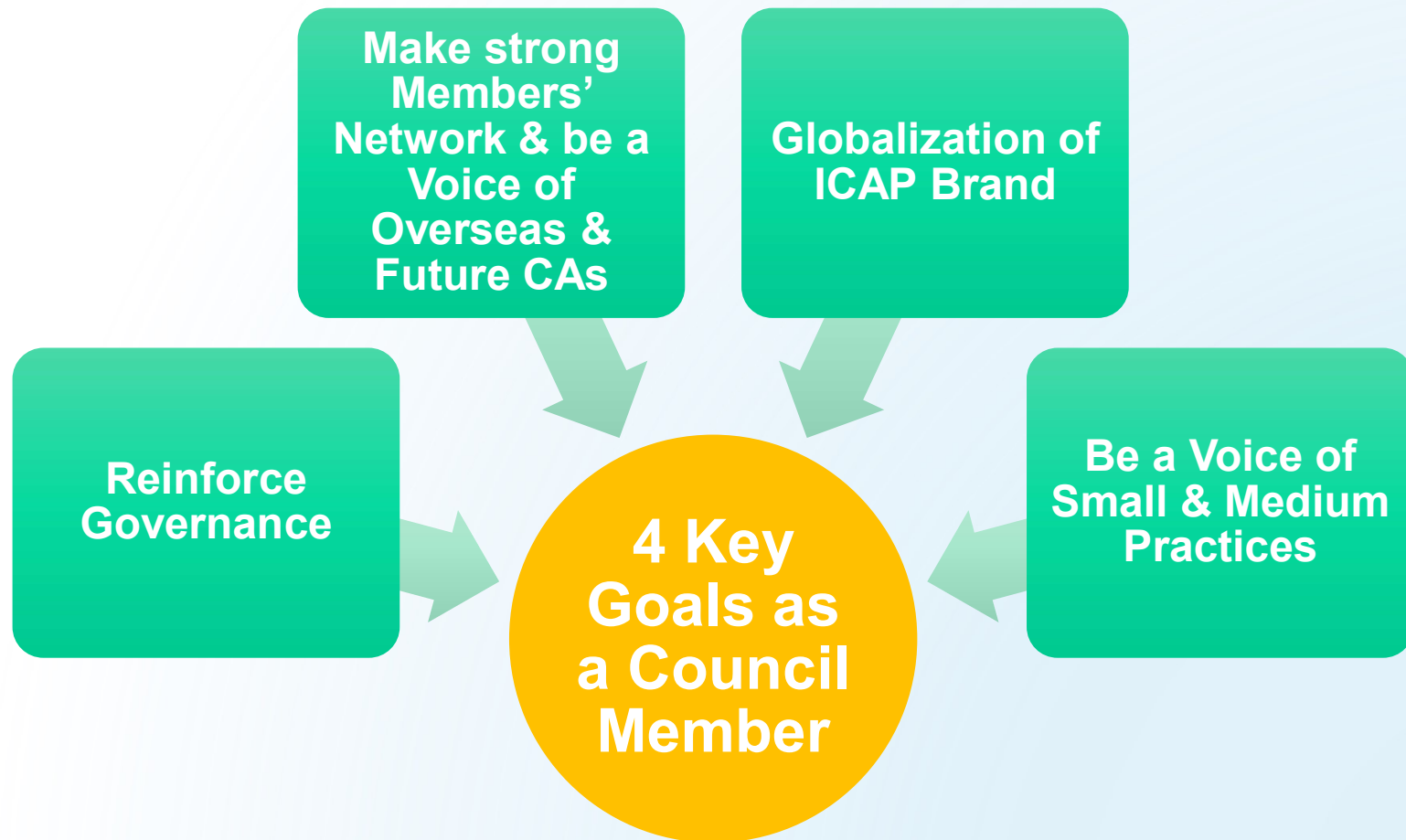
ICAP “surpassing boundaries, inspiring generations, aspiration of nation”

**Purpose with
Inspiration**

Inspiring Excellence through purpose and Vision

“to strengthen ICAP as a globally recognized institution that champions professional excellence, fosters innovation, and promotes member inclusion through robust governance and a world-class education system”.

Gateways to achieve purpose.



Goal with purpose and time bounded actions



Goal 1:

Reinforce governance by redefining the role of Leadership & Executives with supporting reforms to gain public & global trust



Purpose:

To evolve ICAP into a globally respected, professionally managed, and forward-looking institution — **led by vision, not position**

To redefine the Role of the Council as a Governing Body:

- To support in establishing a strong & realistic vision with clear financial and non-financial targets, effective conversion strategies, and transformative initiatives. Appoint capable, empowered, and accountable executive management led by a CEO with diversified, multinational experience to drive performance and deliver results.
- To support in establishing a dual governance structure that ensures clarity between policy making and execution. The council to focus on **why & what**, whereas executive management to focus on **how & when** to make stronger & global ICAP.
- To support ICAP business shall be under the leadership of CEO as a head of executive management.
- To support in restructuring the working committees' composition and include other than elected members based on his or her expertise, knowledge, influence in areas of interest which will be through penal interviews of aspiring candidate for committees.

This will make sure an inclusive, strong, vibrant and diversified structure of regulator of accounting & auditing profession which is meeting international governance best practices. Currently it can through COO till CEO appointed.

Tenure 2027 - 2029

Goal with purpose and time bounded actions



Goal 1:

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Purpose:

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To challenge the status quo through reforms by changing bye-laws of ICAP:

- To support for inclusive, diversified, participative, equitable and accountable one global council for whole of Pakistan with overseas (OS) representation. Initially include minimum 2 overseas members as a nominee of OS and gradually convert through vote.
- To limit president's role as a spokesman / representative of the council and to extend president period for 4 years from existing 1 year.

Tenure 2030 – 2033

- To strengthen the role of Government nominees, their participation and facilitation should be made mandatory in areas where they can provide valuable input, particularly in rationale-based amendments to the ICAP Bye-Laws.

Tenure 2027 - 2029

- To revamp investigation committee & its process for on time disposal of member's complaints.

Tenure 2027 – 2028

These reforms and revamp programs will make strong and global council and will ensure stability, continuity, and strategic consistency in leadership and bringing an end to short-term politics and power-driven transitions.

Goal with purpose and time bounded actions



Goal 2:

Strong Members & Future CAs
Connectivity & Inclusive Central Overseas Secretariat with its Regional clusters



Purpose:

To make ICAP a globally connected, inclusive, and future-ready institution that empowers its members, nurtures future CAs, and leads with integrity and innovation and be voice of our CA community

Reforms, Formation of COS, Alliances with Govt, Be part of Intl Programs, Changes in RAET & TOs rules:

To support objective aligned inclusive, resourced & empowered accountable central overseas secretariat “COS” with regional clusters as an independent unit of ICAP HQ.

Key objectives of COS will include;

- a. Image rebuilding programs with collaboration of local Govt
- b. Conduct free seminars and career counseling workshops to inspire and guide the younger generation
- c. Establish member’s support facilitation desk
- d. Form alliances with local governments in respective countries to strengthen and support ICAP initiatives
- e. Rebrand ICAP as a Knowledge City, promoting ICAP’s global presence and collaborating with top-tier educational institutions to facilitate article ships for CAF-qualified trainees.
- f. Support and sponsor local government initiatives to gain institutional recognition and partnership.

These objectives to be sourced from COS income generation but must be approved from ICAP council.

Tenure 2027 – 2028

Goal with purpose and time bounded actions



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Reforms, Formation of COS, Alliances with Govt, Be part of Intl Programs, Changes in RAET & TOs rules:

- To support a simplified education, examination and training schemes that must align with global standards, but advanced level educational syllabi be part of strong CPD as a mandatory to increase quality members across the globe. The education, examination and training committee will include team of outside experts who have similar background of similar profession.

Tenure 2028 -2029

- To initiate & promote concept of fit and energetic human capital by having voluntarily programs for small TOs and mandatory for TOs having capacity of 100+ trainees. This will be through changes in TOs rules.

Tenure 2027 -2028

- To rebrand ICAP as a knowledge & research hub, market its facilities and short certification courses as to increase institutes income to support; fee reduction of members & future CAs, subsidized and free knowledge events on new trends such as BPO business, ESG compliance, digital currency and climate change. To establish a dedicated team of branding & marketing.

Tenure 2027 – 2029

- To expand size of the existing endowment & benevolent funds and other support programs such as Edhi, SFSP.

Tenure 2030 – 2033

Goal with purpose and time bounded actions



Goal 2:

Strong Members & Future CAs
Connectivity & Inclusive Central Overseas Secretariat with its Regional clusters



Purpose:

To make ICAP a globally connected, inclusive, and future-ready institution that empowers its members, nurtures future CAs, and leads with integrity and innovation and be voice of our CA community

Reforms, Formation of COS, Alliances with Govt, Be Part of Intl Programs, Changes in RAET & TOs rules:

- To support changes in RAETs frameworks aimed to;
 - produce skilled and trained students through mandatory vocational trainings by RAETs
 - provide subsidized and secured accommodation to students of remote areas especially female by fellow RAETs.

Tenure 2026 – 2031

- To ensure that the maximum number of CAF-qualified students are engaged by registered Training Organizations (TOs) and are financially supported, it is proposed to introduce changes in the TO regulations to;
 - ensure that each TO engages the maximum number of CA trainees permitted per partner, giving priority to CAF-qualified students.
 - ensure that CAF-qualified trainees receive a stipend not less than the minimum wage prescribed by the Government of Pakistan and preferably aligned with the stipends offered to management trainees by leading local and multinational organizations in Pakistan.

Tenure 2026 – 2031

Goal with purpose and time bounded actions



Goal 3:

Expanding the Horizon of ICAP on Global Landscape
“Globalization of ICAP brand”



Purpose:

To make ICAP a globally integrated, future-ready, and respected professional institution that carries Pakistan’s professional pride onto the world stage

BPO Support Programs, Intl Forums, Degree awarding alliances:

- To establish research, incubation & data centers to drive innovation, support BPO business opportunities & strengthen ICAP’s role at ICAP HQ linked with overseas COS. A team of experts, primarily comprising overseas professionals, shall be formed to develop a comprehensive implementation plan. The draft plan will focus on supporting firms in building capacity to deliver services under BPO programs. The team will include member of relevant country from where possible business will be generated.

Tenure 2027 – 2028

- To address degree issue which is currently being faced in overseas countries especially in ME, the team of educationists with global experience in similar initiatives will be established to identify top-tier professional education centers and universities that maintain comparable qualification standards for degree equivalence on a reciprocal basis. This initiative will involve team of experts to identify potential partner institutions, followed by conducting a standard parity study of interested top-tier organizations to assess eligibility for mutual degree recognition.

Tenure 2027 – 2028

Goal with purpose and time bounded actions



Goal 3:

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Purpose:

To make ICAP a globally integrated, future-ready, and respected professional institution that carries Pakistan’s professional pride onto the world stage

BPO support Programs, Intl Forums, Degree awarding alliances:

- To enhance ICAP’s participation in global forums including IFAC events and other international exhibitions in order to increase its visibility and influence at the global level. This initiative will not only strengthen ICAP’s international presence but also elevate its brand recognition worldwide.

[Tenure 2026 – 2027](#)

- To enhance participation of ICAP team with IAASB, IASB and IFAC as to get trust of international regulators and local such SECP, AOB, SBP, FBR on compliance of standards and regulations.

[Tenure 2026 – 2027](#)

- To initiate proposal to government to have minimum one ICAP member as a nominee of ICAP in committees of fiscal policies, socio economic welfare programs initiatives and foreign promoted business forums.

[Tenure 2027 – 2027](#)

Goal with purpose and time bounded actions



Goal 4:

Be a voice of Trusted, Innovative and Impactful SMPs



Purpose:

To make SMPs trusted advisors, innovation leaders, and impact creators driving inclusive economic growth and elevating the global stature of Pakistan's accountancy profession.

Complied, Digital, Trusted and Impactful SMPs:

- To initiate and strengthen ICAP's Quality Assurance Framework and Audit Practice Review (APR) & Support Program to ensure maximum compliance among Small and Medium-sized Practices (SMPs). The SMPs Quality and Review Compliance Program will align with the standards issued by the International Auditing and Assurance Standards Board (IAASB) and ICAP's role as a member of IFAC. **Implementation Action Plan;**
 - Conduct awareness programs to promote understanding of compliance requirements
 - Provide enhanced technical support through ICAP's professional team
 - Introduce a compliance rating system to categorize levels of adherence
 - Define minimum and maximum compliance benchmarks
 - Allow flexible timelines for firms to achieve full compliance
 - Establish a dedicated facilitation desk for firms seeking QCR and APRSP ratings.

This initiative will enhance public confidence and strengthen the trust of government regulators, oversight agencies, and international auditing and quality assurance boards in ICAP and its members.

Tenure 2027 – 2032

Goal with purpose and time bounded actions



Goal 4:

Be a voice of Trusted, Innovative and Impactful SMPs



Purpose:

To make SMPs trusted advisors, innovation leaders, and impact creators driving inclusive economic growth and elevating the global stature of Pakistan's accountancy profession.

Complied, Digital, Trusted and Impactful SMPs:

- For digital & innovative SMPs to launch innovation drives for SMPs for enabling them to remain relevant, agile, & impactful in the evolving era of AI, cloud computing, & big data. This initiative will strengthen SMPs' resilience, competitiveness, and long-term sustainability. **Strategies to achieve:**
 - a. Introduce digital transformation programs to help SMPs adopt AI-driven tools, cloud-based systems & data analytics solutions.
 - b. Establish an SMP Innovation Hub under ICAP to provide training, toolkits, and advisory support for technology adoption.
 - c. Facilitate collaboration between SMPs and tech startups for joint development of accounting, audit, and advisory solutions.
 - d. Promote specialization and niche services (e.g., ESG reporting, data assurance, climate change, fintech advisory) to expand SMP market reach.
 - e. Support access to funding, research, and global networks to enhance SMP sustainability and capacity.

Tenure 2027 – 2032

- To enable CAs and CA firms to formally represent clients before **Banking Tribunals**, just as they do before the **FBR Appellate Tribunal**, thereby expanding professional scope and improving financial justice. **Steps:**
 - a. To initiate a representation and advocacy program with the Ministry of Law and State Bank of Pakistan.
 - b. Proposal to amend or clarify relevant rules under the Financial Institutions (Recovery of Finances) Ordinance, 2001, allowing CAs to act as "authorized representatives" before Banking Tribunals / Banking Courts.

Tenure 2028 – 2029

Summary of Vision-Led Goals with Actions



Vision: Stronger & Global ICAP



Reinforce Governance

Appoint a globally exposed **Chief Executive Officer (CEO)** for professional, accountable, and performance-driven leadership.

Establish **dual governance**: Council (policy & vision) and Executive (execution & delivery).

Transition the **President's role** to a representational and strategic oversight function for long-term consistency (4-year tenure).

Reform **committees** with expert inclusion beyond elected members.

Strengthen **investigations & ethics** frameworks to restore trust.



Make strong Members' Network & be a Voice of Overseas & Future CAs

Establish an **empowered Central Overseas Secretariat (COS)** with regional clusters.

Rebrand ICAP as a **Knowledge Hub / City** with international collaborations.

Reform **RAETs/TOs** and education frameworks to align with global standards.

Expand **endowment & benevolent funds** to support members and trainees.



Expanding the Horizon of ICAP on Global Landscape "Globalization of ICAP Brand"

Build **research & data centers**, participate in IFAC and global events.

Create **reciprocal degree equivalence** with top-tier global institutes.

Enhance ICAP participation in IAASB, IASB and IFAC programs.

Initiate drive to get and retain trust of public and Govt regulators including international agencies to be a symbol of integrity, trust and regulator of auditing and accounting profession.



Be a Voice of Small & Medium Practices

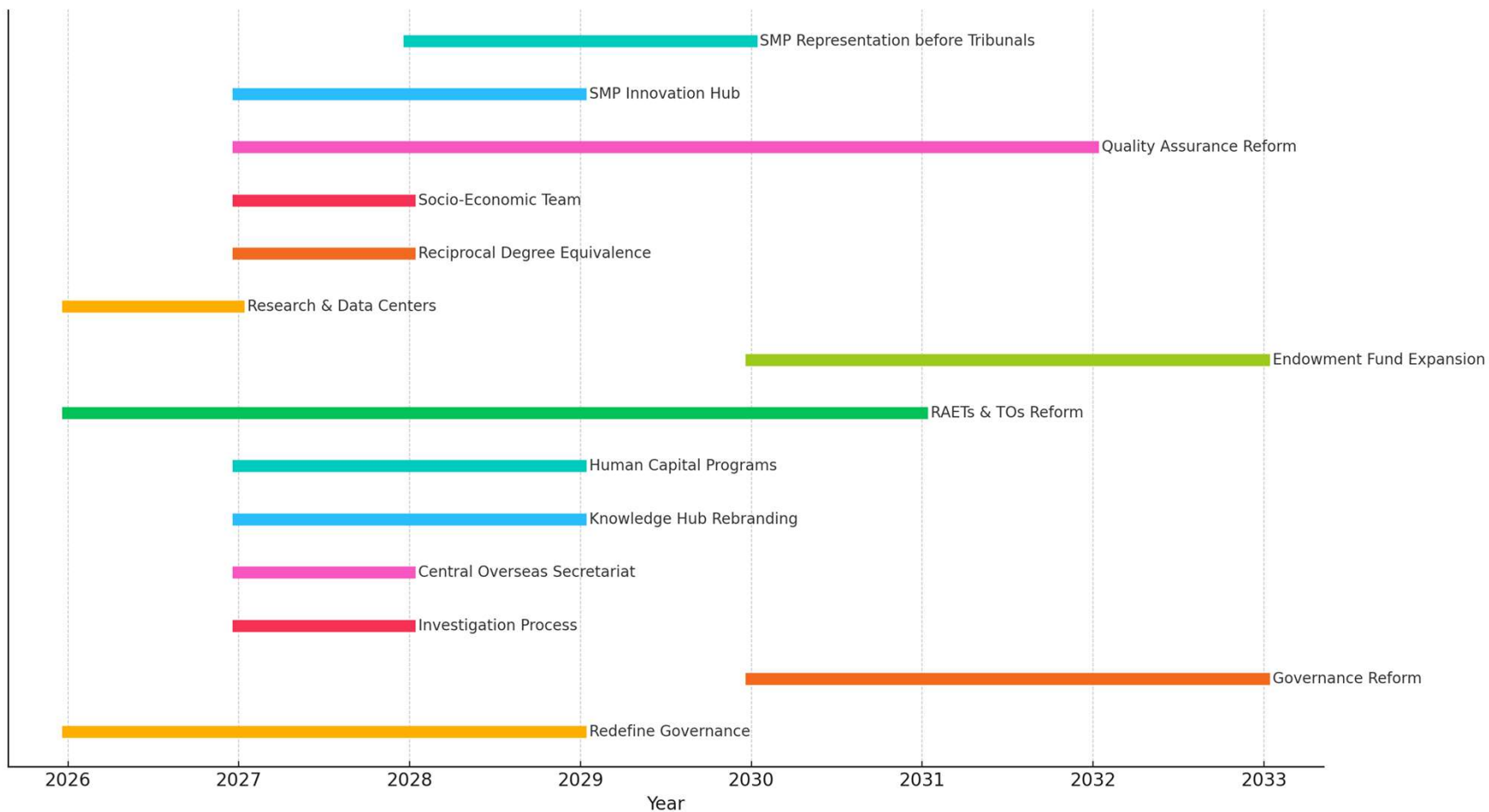
Strengthen **Quality Assurance Framework (QAF)** and **Audit Practice Review (APR)**.

Launch **Digital & Innovation Hub** for SMPs to integrate AI, cloud, ESG, and data analytics.

Enable CAs to represent clients before **Banking Tribunals**.

Quick wins and Roadmap of initial 124 days as a council member

Phase	Duration (Days)	Milestone / Key Actions	Objective
Phase 1 (Days 1–30)	30	Formation of Governance Task Team , define CEO role, initiate governance reform framework.	Leadership foundation.
Phase 2 (Days 31–60)	30	Stakeholder consultations on dual governance , finalize CEO selection criteria.	Governance clarity.
Phase 3 (Days 61–86)	26	CEO appointment ; draft financial & non-financial performance targets.	Empowered leadership.
Phase 4 (Days 87–92)	6	Launch Global Secretariat (COS) concept paper and identify regional clusters.	Global reach.
Phase 5 (Days 93–105)	12	Define Reforms & RAET/TO frameworks , student and SMP engagement plan.	Inclusivity & quality.
Phase 6 (Days 106–119)	14	Establish Global Partnerships Roadmap ; draft International forum participation Plans.	Global integration.
Phase 7 (Days 120–124)	5	Submit Final 124-Day Report & Roadmap 2026–2033 .	Transformation handoff.



**Strategic action plan
with 2 tenures**

**Action Plan for
Stronger & Global
ICAP (2026-2033)**

A professional portrait of a middle-aged man with short grey hair, wearing black-rimmed glasses, a dark blue suit jacket, a light blue shirt, and a red tie with a small pattern. He is smiling slightly and looking directly at the camera against a plain grey background.

Your Vote Counts!

“To Build a Stronger & Global ICAP, Together”



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