

ICAP STRATEGIC FRAMEWORK

Impacting the Future — Sustaining Trust

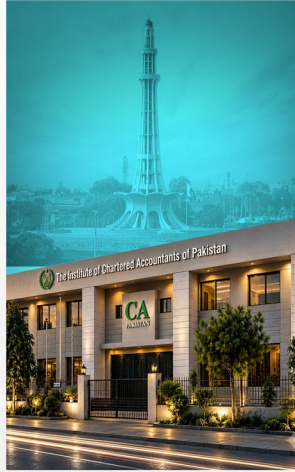
2026-2030



Our Offices



Karachi



Lahore



Islamabad



Faisalabad



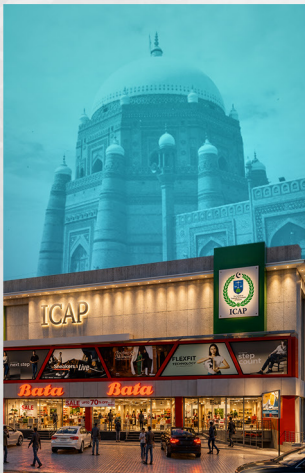
Abbottabad



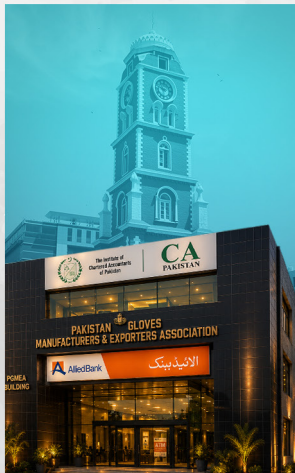
Gujranwala



Gilgit



Multan



Sialkot



Sukkur



Hyderabad



Quetta



Peshawar



Mirpur

President's Message

The world of 2026 is defined by rapid technological change, rising stakeholder expectations, and heightened demand for transparency, resilience, and trust. In this environment, professional accountancy bodies must be more than regulators; they must be enablers of national capacity, guardians of public interest, and contributors to global confidence in markets.

As the premier accountancy body in Pakistan, the Institute of Chartered Accountants of Pakistan (ICAP), formed under the Chartered Accountants Ordinance, 1961, is committed to evolving with purpose. ICAP remains cognizant of its statutory responsibilities, including but not limited to licensing, regulation, quality assurance, education and training. This Strategic Framework (2026–2030) sets out a bold shift from incremental improvement to structural transformation, strengthening our education ecosystem, accelerating digital capability, deepening public trust, and expanding the influence of the Chartered Accountant as a future-ready professional and ethical leader.

At the heart of this strategy lies a timeless commitment to integrity and public interest. As tools and standards evolve, ethics must remain non-negotiable. We will continue to champion professional excellence, uphold independence, and modernize the way we serve members, students, regulators, and society.

Together, we will ensure that CA Pakistan remains the gold standard: globally credible, locally impactful, and firmly anchored in ethics.



President,
The Institute of Chartered Accountants of Pakistan

A close-up, low-angle shot of a green dart hitting the bullseye of a target. The target is made of wood and has concentric rings with numbers 1 through 10. The dart is green with a black shaft and a red band near the head. The background is a clear blue sky.

Our Vision and Mission

VISION

Enabling professional excellence while contributing towards sustainable economic development and promoting public trust.

MISSION

To achieve excellence in professional competence, add value to businesses and economy, safeguard public interest; ensure ethical practices and contribute to good corporate governance while recognising the needs of globalisation.

Our Core Values - **INSPIRE**

ICAP's values are not only cultural principles; they are also public commitments. They shape our decisions, define our institutional conduct, and guide how members and students represent the profession in society.



I — INTEGRITY

We uphold independence, objectivity, and the highest ethical standards to protect trust in the profession and confidence in markets.



N — NURTURE

We invest in people and partnerships to build a connected community that learns, collaborates, and grows together.



S — STEWARDSHIP

We act as responsible custodians of our mandate by placing public interest, accountability, and long-term credibility above short-term gains.



P — PROFESSIONAL EXCELLENCE

We set and uphold rigorous benchmarks across education, training, examinations, member development, standard setting and adoption, quality assurance, and investigation processes to ensure that the profession remains future-fit, globally aligned and committed to excellence.



I — INNOVATION

We embrace technology and new ways of working to modernize systems and services, ensuring we remain relevant and resilient.



R — RESPONSIBILITY

We strengthen transparency, governance, and institutional discipline to strengthen stakeholder confidence through consistency and fairness.



E — EQUITY

We champion merit, inclusion, and respect to ensure safe and dignified participation for all, with zero tolerance for discrimination or harassment.



Our Value Proposition

ICAP delivers a dual-value commitment:

TO MEMBERS AND STUDENTS

ICAP empowers members, Certified Business Accountants (CBAs), and students to achieve professional excellence by delivering globally recognized qualification, upholding rigorous professional standards, and providing targeted professional development and lifelong learning opportunities to cultivate future-ready leaders.

TO THE PUBLIC

We protect the public interest by strengthening quality, ethics, and accountability; engaging regulators and stakeholders; and enabling trust in reporting, assurance, and governance, thereby supporting stable capital markets and responsible economic growth.

Global Trends Shaping the Profession

To remain globally credible through 2030, the profession must respond to five shifts:

1. **Technology & AI:** Automation, analytics, and assurance over systems and data, rather than only transactions.
2. **Trust & Transparency:** Increasing expectations for independence, governance, and accountability.
3. **Sustainability & Resilience:** Growing demand for sustainability reporting, climate risk awareness, and long-term value creation.
4. **Regulatory Complexity:** Heightened scrutiny, cross-border standards, and evolving enforcement expectations.
5. **Talent Transformation:** Emerging skill combinations in data, cybersecurity, strategy and ethics, alongside changing career paths, fractional roles, continuous upskilling, gig economy influencers and global mobility.

ICAP's strategy is designed to respond to these shifts while upholding the highest standards of ethics and professionalism.





The 2030 Ambition

By 2030, ICAP will be an integrated, agile, and future-ready institution that delivers consistently higher value to members, CBAs, students, and other stakeholders while strengthening public trust and fulfilling its statutory mandate.

ICAP STRATEGIC FRAMEWORK

Delivering Value Through an Integrated System



Our Strategic Pillars for 2026 - 2030

To deliver on our ambition, ICAP's strategy is anchored in five integrated pillars, each defined through a clear strategic goal and collectively designed to deliver differentiated value to our stakeholders.

Strategic Pillar 1

Governance & Institutional Effectiveness

Strategic Goal:

To evolve ICAP into a strategically governed, structurally streamlined, financially sustainable, and performance-driven institution.

Strategic Priorities:

- Modern governance architecture with clearer accountability and faster decision-making
- Stronger institutional coordination and enhanced operational effectiveness
- Financial sustainability aligned with the Institute's mission rather than short-term considerations
- A performance-driven culture supported by transparent metrics and service standards

Strategic Pillar 2

Education, Skills & Future Readiness

Strategic Goal:

To strengthen ICAP's Chartered Accountancy qualification and education ecosystem as a first-choice, globally aligned and technology-enabled pathway.

Strategic Priorities:

- A future-fit curriculum emphasizing digital capabilities, sustainability, governance, and professional judgment
- Attracting talent, enhancing inclusiveness and expanding international training opportunities
- Reimagining future workplaces and redefining training to develop future-ready ambassadors of CA Pakistan
- Stronger pathways for employability, mobility, and diverse career outcomes
- Learning design that combines academic rigor with practical capability
- A modernized student journey focused on access, progression, completion, and wellbeing

Strategic Pillar 3

Quality, Ethics, Practice & Public Interest

Strategic Goal:

To strengthen public trust through credible and independent oversight, supported by clear delineation of roles across regulatory and review functions.

Strategic Priorities:

- An “ethics-first, always first” practice environment with stronger safeguards for independence
- Encouraging, upskilling and facilitating practices to promote entrepreneurship
- Upholding high audit quality through consistent review, guidance, and capability building
- Stronger stakeholder confidence through transparency and public-interest outcomes

Strategic Pillar 4

Member Value & Market Development

Strategic Goal:

To enhance the value proposition of membership by positioning ICAP as a member-centric, facilitative, and commercially aware institution.

Strategic Priorities:

- Career-long member engagement across industry, practice, the public sector, advisory and entrepreneurship
- CPD and credentialing aligned with evolving market needs
- Stronger employer partnerships and greater recognition of ICAP talent
- A deliberate approach to international positioning and global mobility pathways

Strategic Pillar 5

Digital Transformation & Member Experience: One ICAP Digital

Strategic Goal:

To transform ICAP into a digitally integrated, paperless, data-driven and agile institution through end-to-end digitization of processes and services.

Strategic Priorities:

- Seamless digital journeys for students, members, firms, and stakeholders
- Data-driven service improvements and informed policy decision-making
- Secure-by-design platforms with strong privacy protections and cyber resilience
- Automation to enhance efficiency while improving service quality



Impact by 2030

By 2030, ICAP will demonstrate measurable progress through:

- Sustained audit quality and public trust through continued ethical leadership and effective oversight
- Agile governance, accountable execution, and disciplined stewardship
- Continued growth in the student base, improved progression and completion rates, and stronger global alignment
- Increased member base, retention, engagement, recognition, and market influence
- Improved employability of CAs and CBAs driven by a technology-enabled talent pipeline and continuous upskilling
- Timely disciplinary processes, reduced pendency, and adherence to defined time thresholds
- Increased adoption of digital services with measurable gains in efficiency and stakeholder satisfaction



Our Commitment

This strategy is more than a plan; it is a shared institutional promise. The Council and Executive Team are responsible for its disciplined execution, regular review, and continuous alignment with stakeholder expectations.

Through sustained collaboration with members, firms, students, regulators, education partners, and other stakeholders, ICAP will continue to lead with integrity, deliver meaningful value, and protect the public interest.

Together, we will shape a stronger and more resilient future for the accountancy profession, and empower CA Pakistan torchbearers to play a key role in connecting the dots in an evolving world where finance meets technology while prioritizing sustainability.

The Institute of Chartered Accountants of Pakistan
May 22, 2026

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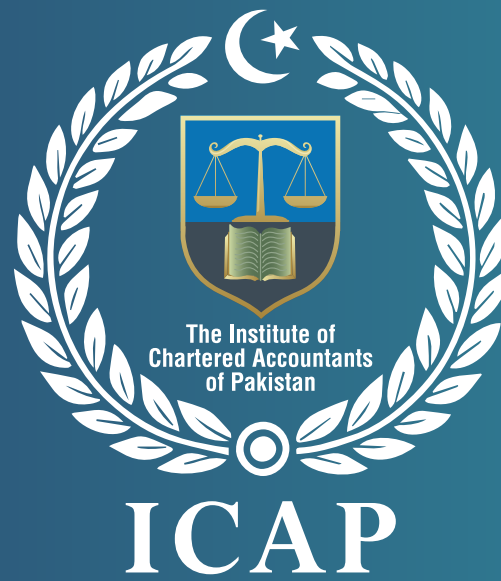
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