



**INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS
OF UGANDA**

Annual Integrated Report



WE CREATE IMPACT



Artistic impression of the proposed redevelopment of Plot 42, Bukoto Street

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Acronyms / Abbreviations

AAT(U)	:	Association of Accounting Technicians of Uganda
AAU	:	Associate Accountant of Uganda
ACOA	:	Africa Congress of Accountants
CGO	:	Career Guidance Outreach
CPA	:	Certified Public Accountant
CPD	:	Continuing Professional Development
EACIAs	:	East African Community Institutes of Accountants
EACOA	:	East African Congress of Accountants
ERM	:	Enterprise Risk Management
ICAEW	:	Institute of Chartered Accountants in England and Wales
ICPAK	:	Institute of Certified Public Accountants of Kenya
ICPAR	:	Institute of Certified Public Accountants of Rwanda
ICPAU	:	Institute of Certified Public Accountants of Uganda
IFAC	:	International Federation of Accountants
FiRe	:	Financial Reporting
NBAA	:	National Board of Accountants and Auditors of Tanzania
NSSF	:	National Social Security Fund
OPC	:	Order of Professional Accountants of Burundi
PAEB	:	Public Accountants Examinations Board
PAFA	:	Pan African Federation of Accountants
PAO	:	Professional Accountancy Organisation
PAYE	:	Pay As You Earn
RBS	:	Retirement Benefits Scheme
SMO	:	Statements of Membership Obligations
UAQF	:	Uganda Accountancy Qualification Framework
URA	:	Uganda Revenue Authority
UShs	:	Uganda Shillings

01 Background information

1.1 About ICPAU

The Institute of Certified Public Accountants of Uganda (ICPAU) is the national Professional Accountancy Organisation (PAO), established by the Accountants Act in 1992, amended in 2013. The functions of the Institute, as prescribed by the Accountants Act, 2013 are:

- (i) To regulate and maintain the Standard of Accountancy in Uganda;
- (ii) To prescribe and regulate the conduct of accountants and practising accountants in Uganda



1.5 Affiliations

- ICPAU is a member of;
- (a) The International Federation of Accountants (IFAC).
 - (b) The Pan African Federation of Accountants (PAFA).
 - (c) The Association for Educational Assessment in Africa (AEAA).
 - (d) Private Sector Foundation Uganda (PSFU).
 - (e) The Institute of Corporate Governance of Uganda (ICGU).
 - (f) The Federation of Uganda Employers (FUE).

1.6 Mutual Recognition Agreement Under the East African Community - Common Market Protocol (EAC-CMP)

The Institute has a mutual recognition agreement (MRA) with the East African Community Institutes of Accountants (EACIAs) in line with the EAC Common Market Protocol. The EACIA MRA members are ICPAU, OPC, ICPAK, ICPAR and NBAA. CPA(U)s are eligible for membership of the EACIAs and can attend their activities like CPDs at member rates. The EACIAs hold the East Africa Congress of Accountants to update Members about the trends in the EAC as well as the globe and enable Accountants within the region to network.

2.0 Institute's Information

2.1 Registered Office and Principal Place of Business

42 Bukoto Street, Kololo
P. O. Box 12464
Kampala, Uganda
Tel: 041-4540125
Email: icpau@icpau.co.ug, Website: www.icpau.co.ug

2.2 Council

The following served on Council for the period January – June 2023;

	Name	Designation
1	CPA Constant Othieno Mayende	: President
2	CPA Josephine Okui Ossiya	: Vice President
3	CPA Stephen Ineget	: Member
4	CPA Geoffrey Byamugisha	: Member
5	CPA Ronald Mutumba	: Member
6	CPA Prof. Laura Aseru Orobia	: Member
7	CPA Gloria Tuhaise Wakooba	: Member
8	Eng. Steven Serunjogi	: Ministerial appointee
9	CPA Stephen Ojiambo	: Accountant General's representative
10	CPA Edward Akol	: Auditor General's representative
11	Ms. Elizabeth Kateme	: Ministry of Education representative



The following served on Council for the period July - December 2023;

	Name	Designation
1	CPA Josephine Okui Ossiya	: President
2	CPA Ronald Mutumba	: Vice President
3	CPA Prof. Laura Aseru Orobia	: Member
4	CPA Gloria Tuhaise Wakooba	: Member
5	CPA Hon. James Nathan Nandala Mafabi	: Member
6	CPA Dr. Albert Richards Otete	: Member
7	CPA David Timothy Ediomu	: Member
8	Eng. Steven Serunjogi	: Ministerial appointee
9	CPA Stephen Ojiambo	: Accountant General's representative
10	CPA Edward Akol	: Auditor General's representative
11	Ms. Elizabeth Kateme	: Ministry of Education representative

COUNCIL MEMBERS FOR THE PERIOD 2023



CPA Josephine Okui Ossiya
President



CPA Ronald Mutumba
Vice President



CPA Gloria Tuhaise Wakooba
Member



CPA Prof. Laura Orobia
Member



CPA Hon. Nathan Nandala Mafabi
Member



CPA Dr. Albert Richards Otete
Member



CPA David Timothy Ediomu
Member



Eng. Steven Serunjogi
Ministerial Appointee



CPA Stephen Ojiambo
Accountant General's Representative



CPA Edward Akol
Auditor General's Representative



Ms. Elizabeth Kateme
Representative of Ministry of Education and Sports



CPA Derick Nkajja
Secretary/ CEO

THE SENIOR MANAGEMENT TEAM AT THE INSTITUTE AS AT 31 DECEMBER 2023

2.3 Management



CPA Derick Nkajja
Secretary/Chief Executive Officer



CPA Simon P. O. Oola
Director, Corporate Services



Mr. John Bosco Ntangaare
Director, Education



CPA Charles Lutimba
Director Standards and Regulation

2.4 Bankers

(a) Stanbic Bank Uganda Limited
Forest Mall Branch
Sports Lane, Lugogo
P. O. Box 7131
Kampala, Uganda



(b) Housing Finance Bank (U) Limited
Kololo Branch
Lower Kololo Terrace
P. O. Box 1539
Kampala, Uganda



(c) Absa Bank Uganda Limited
Hannington Road
P. O. Box 7101
Kampala, Uganda



(d) Centenary Rural Development Bank Limited
Lugogo Service Centre
Sports Lane, Forest Mall
P. O. Box 1892
Kampala, Uganda



(e) United Bank for Africa (UBA)
Jinja Road
P. O. Box 7396
Kampala, Uganda



2.5 Lawyers



Ligomarc Advocates
4 Jinja Road
5th Floor, Social Security House
P. O. Box 8230
Kampala, Uganda

2.6 Independent Auditor



Mazars BRJ
Certified Public Accountants
24 Henlon Close
Luthuli Avenue Bugolobi
P. O. Box 35263
Kampala, Uganda

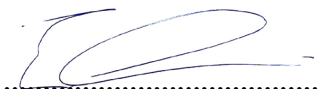
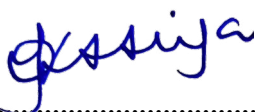
Statement of Council’s responsibilities for the year ended 31 December 2023

The Accountants Act, 2013 requires the Council to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Institute as at the end of the financial year and of its operating results for that year. It also requires Council to ensure that the Institute keeps proper accounting records, which disclose with reasonable accuracy, the financial position of the Institute. The Council is also responsible for safeguarding the assets of the Institute.

The Council is ultimately responsible for the internal controls. The Council delegates responsibility for internal control to management. Standards and systems of internal control are designed and implemented by management to provide reasonable assurance as to the integrity and reliability of the financial statements and to adequately safeguard, verify and maintain accountability of the Institute’s assets. Appropriate accounting policies supported by reasonable and prudent judgments and estimates, are applied on a consistent and going concern basis. These systems and controls include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties.

The Council accepts responsibility for the year’s financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgment and estimates, in conformity with International Financial Reporting Standards. The Council is of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the Institute and of its operating results. The Council further accepts responsibility for the maintenance of the accounting records, which were relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.

Nothing has come to the attention of the Council to indicate that the Institute will not remain a going concern for at least the next twelve months from the date of this statement.



CPA Josephine Okui Ossiya
President

CPA David Timothy Ediomu
Council Member / Chairperson
Finance, Planning & Administration Committee

Date: 20/05/2024

Date: 20/05/2024

04 | President's message



Dear Member,

On 29 June 2023, members of the Institute entrusted us with the mandate to serve as the duly elected Council of the Institute for 2023-2025. We embraced the mantle with dedication and pledged to diligently develop, promote and regulate the profession. We also continued on the journey of claiming our space, fostering quality and brand as our strategic intent.

I am delighted to share with you the performance of the Institute in our inaugural year of service, especially in an optimistic macroeconomic environment signalled by growth of the economy at 5.5% (up from 4.6% and higher than the projected 5.3%), slowed inflation, a relatively stable currency, proliferation of export earnings and a remarkable fiscal performance – for the first time in several years, and on account of the economic recovery, the country's revenue collection target was exceeded with a fair surplus of Ushs 57.48 billion.

This positive outlook reverberated through many sectors including education, as I will report below.

Financial Performance



The financial sustainability of the Institute remains a priority. Through measures aimed at enhancing operational efficiency, we have realised year-on-year surplus. In 2023, total income grew by 30% (3.7 billion),

from Ushs 12.3 billion in 2022 to Ushs 16.0 billion. Similarly, total expenses increased by 20.7% (Ushs 2.2 billion) from Ushs 10.6 billion in 2022 to Ushs 12.8 billion on account of event expenses and operating costs. This yielded a surplus of Ushs 3.2 billion in 2023 compared to Shs 1.6 billion in 2022, the highest recorded in the last 10 years. The performance is mainly attributed to increase in income from educational activities, seminar fees and growth in investment income.

Education



Education services form an integral part of the Institute's mandate. In 2023, we had significant developments in the Institute's education scheme. To begin with, we implemented the revised syllabuses for CPA, CTA and ATD with effect from January 2023. 17,746 candidates wrote examinations under the new syllabuses compared to 17,294 in 2022. There were 250 graduates compared to 482 in 2022. The decline in the number of graduates is a result of the normalisation of the examinations calendar, back to three (3) examinations diets, down from the four (4) in 2022 that were held to catch up with the lost COVID times.

The Uganda Accountancy Qualifications Framework (UAQF), a framework designed to show how accountancy courses relate and help students to make informed decisions regarding accountancy

qualifications was approved by the National Council for Higher Education (NCHE) in January 2023. Accordingly, changes have been made in the issuance of CPA credentials, with certificates being issued at the completion of every level of the course. In line with the UAQF and government policy, the assessment of the ATD course was transferred to the Uganda Business and Technical Examinations Board in November 2023. Continuing ATD students have up to 2025 to complete their studies under ICPAU.

Regarding CPD, in 2023, the Institute introduced the Public Finance Management (PFM) Conference, a flagship PFM event designed to augment accountants' efforts in effective PFM policy development. With 633 participants in attendance, the conference registered success, an indication of the significance of the subject matter.

For a while now, the issue of effective audits for SACCOs has been a sticky matter. In 2023, to improve the quality of SACCO audits, ICPAU collaborated with Uganda Credit and Saving Cooperative Union (UCSCU), the Registrar of Cooperative's office and the German Cooperative and Raiffeisen Confederation on financial reporting and auditing developments for SACCO external auditors. Additionally, the Institute has issued guidelines to external auditors conducting social audits on SACCOs.

CPD compliance remains a challenge, with some members recorded as not having met the minimum annual CPD requirement of 40 hours. Out of 151 members assessed for CPD compliance (2022: 200), 40% of practising accountants were non-compliant while 20% of accountants were non-compliant. Whereas this is an improvement from the 2022 performance of 68% non-compliant practising accountants and 26% non-compliant accountants, our target is to achieve 100% compliance. Lifelong learning is an integral part of the accountant's professional development especially with regard to the principle of professional competence as enshrined in the Code of Ethics for Professional Accountants. Members are encouraged to comply with the CPD requirements to maintain membership in good standing.

Standards and Regulation

Regarding licensing and inspection, 276 firms were licensed for the year 2023 (2022: 282) and 438 certificates of practice were issued (2022: 441). Eight

(8) practising accountants were licensed to provide non-assurance services (these services exclude audit and assurance services), while the rest were licensed to provide all accountancy services. The drop in the number of licensed firms and practising accountants is majorly a result of implementing the requirement for full payment of practice fees before issuance of licences and Certificates of Practice. Some firms were not able to meet this requirement.

2023 marked the second year of implementation of the fifth cycle of the Quality Assurance Programme. The Impact of the COVID-19 pandemic, compliance with AML/ CFT Requirements and the new Quality Management Standards continued to dominate the subject matter of the reviews. 109 accounting firms were reviewed compared to 41 in 2022. The Council is pleased to note an improvement in the performance of firms assessed in 2023.

The Institute continued to support Practitioners through practical guidance resources and tools. Notably, firms were kick-started on the implementation of IFRS 17 with an implementation guidance and later a review was conducted to assess the extent of application. The Institute will continue to support members with resources for professional guidance.

The world continues to be Volatile Uncertain Complex and Ambiguous with systems that are fragile, people who are anxious due to uncertainty and cause and effect relationships that are non-linear and complex [the BINA effect -Brittle, Anxious, Non-linear and Incomprehensible]. To match this evolving world, accounting standards are modified periodically, and this requires the involvement of the national standards setters. Uganda has played an active role in the global standards setting process through consistent input into exposure drafts. In 2023, among the comment letters submitted was Part 10, *Audits of Group Financial Statements of the Proposed International Standard on Auditing for Audits of Financial Statements of Less Complex Entities* (ISA for LCEs). Through scalability, it is envisaged that this standard will address the challenges previously faced by SMPs in applying the full ISAs. Practitioners are encouraged to take a keen interest in the developments around the standard.

Advocacy remains a fundamental objective for the Institute as we make an impact in national policy formulation. From the 11th CPA Economic Forum

which was held in July 2023, tax proposals for the FY 2024/25 Government of Uganda budget were developed and submitted to the Ministry of Finance, Planning and Economic Development. Increasingly, the role of accountants in economic policy development is continuing to grow as evidenced in the adopted recommendations and the growing audience for the voice of accountants. Among the key recommendations adopted were: implementation of a framework to guide the award and maintenance of tax exemptions; and rationalisation of public spending with a view to create additional fiscal space.

Engagement



Through active stakeholder engagement initiatives and strategic marketing communications, we witnessed growth in student registrations reaching a high of 2,971, a 13% adjustment from 2,625 in 2022. 167 members were enrolled during the year.

We continued to innovate ways to engage with stakeholders and improve the service offering through new initiatives. Emphasis was placed on supporting members to formalise their groupings under the Regional Members Networks to encourage peer-to-peer engagement and spread the voice and influence of accountants in the regions.

A stakeholder satisfaction survey conducted in 2023

revealed a 92% satisfaction rate with the Institute's efforts in regulating the profession. 89% of the students noted satisfaction with the quality of tuition delivery.

In Corporate Social Responsibility, we rolled out the 5th edition of the ICPAU Student Scholarship Programme through which 10 students are being supported to pursue CPA. Cumulatively, the Institute has supported 50 students since the inception of the programme in 2019. The Institute recognises the growing opportunities for young people in sports. Through our support to the Junior Woodball championship we contribute to nurturing talent while inculcating in the young minds the value of professionalism. We also partnered with the Uganda Mathematical Society through sponsoring the Mathematics bonanza and their 2023 teachers' conference.

Institute's Properties



Following the revision of the architectural plans for the Institute's property on Plot 42, Bukoto Street, the building permit was obtained from the Kampala Capital City Authority in November 2023. Procurement of a contractor for the project is in progress. The Institute continues to seek a build, operate and transfer partner for the 5 acres of high value freehold land at Lubowa, Wakiso District.

Highlights of the 2019-2023 Strategic Season

When we assumed office in June 2023, our principal order of business was to complete the execution of the Institute's five-year strategic plan, 2019-2023, then in its final year.

Themed *space, quality and brand*, we sought to reclaim the space for professional accountants by growing the brand equity and increasing our influence in advocacy and economic policy development. There were seven strategic goals, protect the value and reputation of the CPA Uganda brand, impact national economic policy, enhance quality of services to members, enhance quality of services to students, enhance relationships with other stakeholders, strengthen the ICPAU secretariat, and ensure financial sustainability of the institute.

Despite legal battles challenging the governance and the shocks of COVID-19, the Institute demonstrated resilience, recording overall growth in total income over the period.

Student numbers have increased from 5,145 active students in December 2018, to 11,408 in December 2023. On average, over 88% of the students who enrol for CPA have selected the course as a first choice. A graduate tracer study conducted in 2019 revealed positive career progress by graduates upon completion of the CPA(U) study programme. 78% of the respondents in the study attested to the relevance of the professional qualification to formal employment.

We have achieved strides in advocacy with increasing demand for CPAs in C-suite positions. The contribution of accountants towards national policy development is increasingly being recognised, with accountants becoming reference points in the national budgeting process.

To improve the service experience for stakeholders, automation has been a critical component of our deliverables, the goal being to encourage a seamless interaction with the Institute. Online applications for Certificate of practice, online filing of CPD returns and electronic access to debit notes and receipts are some of the interventions that have been implemented.

Through the support of members, students and other stakeholders, we were able to achieve an average of 84% on our goals. As we enter a new strategic season, we pledge to maintain the momentum in empowering accountants to transform communities.

New Strategic Plan

ICPAU entered a new 5-year strategic season, 2024-2028. In this season our aim is to leverage technology and partnerships, to link more strongly professional accountancy education, and regulation so as to achieve a strong calibre of professional accountants who can effectively support economies and impact communities. Your support in the implementation of the strategic plan is fundamental.

Our vision, mission, core values and tagline have changed in line with our renewed purpose.

The strategy is hinged on 5 pillars, namely:

- a) Promote and protect the CPA Uganda brand
- b) Influence national economic policy
- c) Enhance service quality for members and students
- d) Strengthen stakeholder relationships
- e) Optimise ICPAU Secretariat for financial sustainability

Among the initiatives, you will notice conduct of short certification courses and specific skills targeted trainings. These are being introduced to enhance the

Institute's market-responsiveness and deepen the relevance to non-traditional members in the broader economy.

We will also progress efforts to achieve more positive brand sentiments and recognition through advocacy, strategic partnerships and integrated marketing.

The plans are ambitious but achievable. We need members to get involved. Avenues include active participation in thought leadership, mentorship to nurture the aspiring accountants, support to MSMEs and start-ups in business and financial planning, participation in standards development, and service in your communities. The Regional Members Networks (RMN) present ideal avenues for community involvement. We encourage each one of you to join a RMN at any time via your ICPAU account. Remember, we are transforming communities.

Together we create sustainable impact.

CPA Josephine Okui Ossiya

ICPAU STRATEGIC DIRECTION TO 2028

Ambition 2028: Complete the ICPAU office block, with a fully structured Secretariat running vibrant regional members networks and leveraging strategic partnerships; as well as grow annual revenue to at least Ugx 21 billion by 31 December 2028.

01 Vision

- A globally recognized promoter of accountants for sustainable economies

02 Mission

To develop and regulate accountants for professional excellence and sustainable impact.

03 Playing Field

3.1 Customers

- General public (accountancy students), practitioners, Government, and private business (local + international).

3.2 Channels

- Digital (mobile and web).
- Strategic partnerships
- Head office and branches.
- Direct sales at events and conferences.

3.3 Products

- Certifications,
- Responsive specially credentials, short course, continuing professional development training and events.
- Membership registration, subscription and practicing fees.
- Special projects
- Other incomes (investments, endowments, research services)

3.4 Geography

- Regulate and educate professionals in Uganda to practice globally

04 5 - Pillars

1. Protect and promote the CPA Uganda Brand.
2. Influence National Economic Policy.
3. Enhance Service Quality for Members and Students.
4. Strengthen Stakeholder Relationships.
5. Optimize ICPAU Secretariat for Financial Sustainability

05 Capabilities

1. Skilled human resources
2. Research thought leadership and publishing.
3. Robust digital platforms for Online education, networking, and communications.
4. Members and student support ecosystem - Regional Members Networks
5. Certification and credentialing
6. Advocacy and public relations.
7. Regulations and standards (formulate and enforce ethical standards)
8. State of the art head office

06 Systems

1. Enterprise Resource Management (ERP) System
2. Membership Management and Ethics compliance Tracking; with Event and Conference Management System
3. Learning Management, Certification and Examination System
4. Advocacy and Policy Monitoring System
5. Research and Knowledge Management System
6. Governance, Risks and Compliance System

07 Values

1. Professional excellence
2. Accountability
3. Integrity
4. Responsiveness

08 Tagline

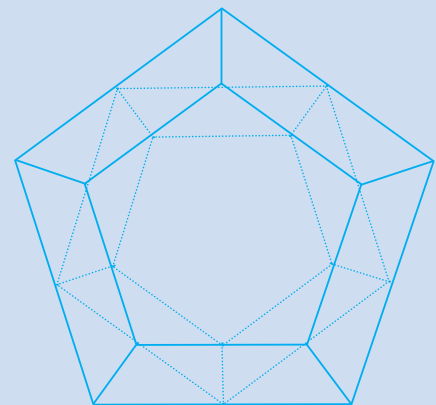
- We Create Impact

09 Motto

- True and Fair

05 | Business model

The Institute uses the Network Italiano Business Reporting (NIBR) framework to demonstrate how it creates and preserves value over time. The model transforms inputs (capitals) through processes (activities) into outputs and outcomes. Being an office-based professional organisation, the Institute has limited impact on natural capital and hence, it is not used to propel its activities. As such, natural capital is not considered for our business model. Below is the Institute's business model for value creation;



Input

Financial Capital	Manufactured Capital	Human Capital	Intellectual Capital	Social & Relationship Capital
<p>The major sources of funds are membership fees, studentship fees, education and training fees, investment income, and sale of publications.</p>	<ul style="list-style-type: none"> Owner occupied buildings (3). One building will be re-developed into a modern building to enhance the Institute's brand. 5 acres of high value freehold land at Lubowa, Wakiso District. Sourcing for build, operate and transfer partner. 	<ul style="list-style-type: none"> Over 2,700 active full members. Over 12,000 students. 4 Regional members networks. 5 likely to come on board in 2024. 52 members of staff, with capacity to execute the required services. 124 volunteer members for its Council and committees equipped with competencies to deliver the Institute's strategy. 	<ul style="list-style-type: none"> Member input and expertise. Thought leadership. Practice management programme. Practical experience training. Experience in providing quality CPD, audit quality reviews, technical support, conducting examinations, events management, tailor-made study packs and ICT applications. Communication material: brochures, magazines, adverts, flyers. 	<ul style="list-style-type: none"> Engagement with members and students. Relationship with Ministry of Finance and Office of the Auditor General. Relationship with regulatory bodies, EAC PAOs, training institutions and suppliers. MRA with EACIAs. Credibility with IFAC and PAFA. Long standing relationship with ICAS. Relationship with the media.



Processes

Prospects	Students	Trainees	Members	Institute
<ul style="list-style-type: none"> • Career guidance outreaches to learners at universities, other tertiary institutions and secondary schools. • Media communications about opportunities in the accountancy profession. 	<ul style="list-style-type: none"> • Provide study packs, examinations solutions, examiners reports, students' engagement seminars to guide on preparations for examinations. • Training of trainers' courses for tuition providers to help them support Institute's students. 	<p>Provide practical experience training guidelines and an online documentation platform to track / document trainees' experience.</p>	<p>Support members to maintain and enhance their competence through our CPD programme. Competence enhances quality thereby maintaining the value of the CPA brand.</p>	<p>By increasing members and students, resources are generated to ensure sustainability, improved service delivery and increase in activities.</p>



Output/Outcome

Government	Business	Society
<ul style="list-style-type: none"> • Providing advice to Government on policy matters and public finance management. • Our members and students enhance public finance management and accountability. • Improved financial reporting in the country. • Feedback reports through FiRe Awards evaluation, enhancing the quality of financial reporting. 	<ul style="list-style-type: none"> • Produce competent professionals who support organisations, businesses, and national economies. • Feedback reports through FiRe Awards evaluation, enhancing the quality of financial reporting. 	<ul style="list-style-type: none"> • Our members and students act as role models in society. • Participation in Corporate Social Responsibility (CSR) activities.

06 | Risk management



Enterprise Risk Management (ERM) at ICPAU integrates strategy and risk with the intention of creating value through enhanced performance and focuses on the creation and preservation of value as a key driver of risk management. Oversight of the Institute’s ERM direction, processes and outcomes is provided by the Audit Committee, which in turn reports to the Council. The ultimate objective of our ERM is to manage all matters that are of significant impact on the ICPAU strategic delivery and ability to create value over the short, medium, and long term.

6.1 Our Approach to risk management

Our overall objective of ERM approach is to help link our strategy, risks and opportunities so that our decision making is transparent, both internally and externally. Our ERM direction ensures that there is a wholesome approach to the risks and opportunities facing the Institute taking cognizance of our internal and external environment.

6.2 Risk appetite

The Institute has an approved risk appetite statement that articulates the amount of risk we are prepared to accept or avoid in pursuit of our strategy and the approach taken to meet risk appetite. The risk appetite statement enables the Council to ensure that risk management is aligned with the achievement of



objectives within our 2019-23 strategic plan. The statement provides guidelines for monitoring of Key Risk Indicators (KRIs) which provide an early warning signal of increasing risk exposures and enable management to intervene in a timely manner by appropriately mitigating risk.

6.3 Risk governance

The ICPAU Council is ultimately accountable for the oversight of enterprise-wide risk. The Council ensures that assurance services and functions enable an effective control environment and support the integrity of information for both internal and external stakeholders. Risk management and opportunity identification form part of the periodical discussions of Council, management, and directorates. Material risks are reported on and approved at Audit Committee meetings and reported to Council. Internal audit and other appointed assurance providers are contracted to provide independent assurance to assist the Council and management in ensuring that the control environment improves, and that the overall strategic goals of the ICPAU are achieved.

6.4 Material risks

ICPAU's material risks are those that have the most significant impact on strategic delivery and the ICPAU's ability to create value over the short, medium, and long term. While our selection of material risks represents those risks that are vital to fulfilment of the ICPAU's mandate, the potential for such risks to create damage on the ICPAU's reputation or loss of resources may not necessarily be monetised - Key in our consideration of what risks matter or require ultimate monitoring depends on the scope and effect if the risk materialises. The table below highlights the key risks and opportunities for the year ended 31 December 2023;



RISK	STRATEGIC GOAL AFFECTED	OPPORTUNITY	RISK RESPONSE
Non-compliance with IFAC Statements of Membership Obligations (SMOs)	<ul style="list-style-type: none"> Protect the value and reputation of the CPA Uganda Brand Enhance relationships with other stakeholders Ensure financial sustainability of the Institute 	Continued compliance with IFAC SMOs as a mechanism to maintain and enhance credibility of ICPAU and that of its members.	<ul style="list-style-type: none"> Identify areas of potential non-compliance and implement corrective action. Conduct staff training and grow knowledge on SMOs. Conduct annual self-assessment to identify any gaps. Sensitize members on obligations under the respective SMOs. Continue strengthening quality assurance among practitioners.

RISK	STRATEGIC GOAL AFFECTED	OPPORTUNITY	RISK RESPONSE
Declining value of ICPAU designations resulting in a decline in membership	<ul style="list-style-type: none"> Enhance Quality of Service to members Enhance Quality of Service to students 	Adding value to members and prospective members by identifying the necessary skills required to meet future needs.	<ul style="list-style-type: none"> Monitoring of initiatives to enhance member value and review of members' feedback Implementation and monitoring of member services through periodical independent surveys and timely intervention on negative trends Investment in regional member networks Enhance the policy and advocacy initiatives for the benefit of members Improve member experience through segmented communications Improve value for money, relevance and flexibility of CPD Invest in tools required to support members' duties.
Loss of confidence in ICPAU's educational programmes, if they do not produce students with the requisite competencies for the market	<ul style="list-style-type: none"> Enhance Quality of Service to students Protect the value and reputation of the CPA Uganda Brand Ensure Financial Sustainability of the Institute Strengthen the ICPAU Secretariat 	Adopt a differentiation approach in marketing, communication and public relations campaigns to the wider public	<ul style="list-style-type: none"> Continuous publicity of the competency framework and the Uganda Accountancy Qualification framework. Continuous review of ICPAU's training syllabi. Sensitising employers on the value of ICPAU qualifications. Continue strengthening the investigation and disciplinary processes. Strengthen internal quality assurance and risk framework to ensure integrity and transparency
Decline in intake of learners to attract into the profession	<ul style="list-style-type: none"> Enhance Quality of Service to students Protect the value and reputation of the CPA Uganda brand Ensure Financial Sustainability of the Institute 	Enhanced promotion of the accountancy profession in education institutions and the general public	<ul style="list-style-type: none"> Increased national-wide career guidance outreaches. Continuously recognize excelling members through programmes like the Accountancy Services' Awards. Enhanced stakeholder engagements.
Decline of strategic stakeholder (government and funders) confidence and inability to attract funding for growth and transformation initiatives.	<ul style="list-style-type: none"> Protect the value and reputation of the CPA Uganda Brand. Ensure financial sustainability of the Institute. 	Profile members' contribution to the Ugandan economy and input on the regional and global front.	<ul style="list-style-type: none"> Establish collaborative approach with Government Ministries, Departments and Agencies. Highlight intentional relationships with the donor community, regional and international accountancy bodies.

Our future

Our key initiatives in advancing risk management focus on benchmarking and adopting risk management practices within the ICPAU operational culture. In particular, we seek to:



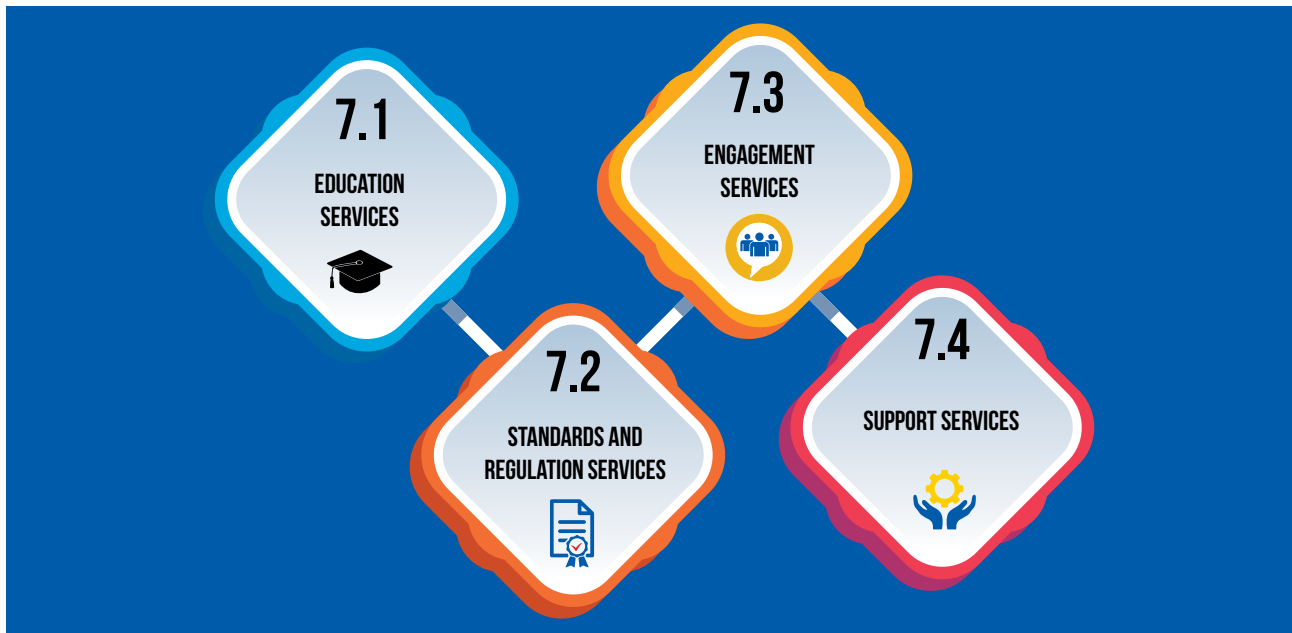
Ensure that risk management becomes a standard agenda item in Council/ Committees and Directorates meetings.

Continue enhancing processes for the implementation of corrective actions in response to compliance breaches.

Complete implementation of the action TEAMGRC Enterprise Risk Management and Compliance System, intended to ensure automation efficiencies for risk management practices.

Enhance Council oversight of risk management activities via periodical reporting to the Audit Committee and the formal assessment of existing, new and emerging risks.

07 | Operations review

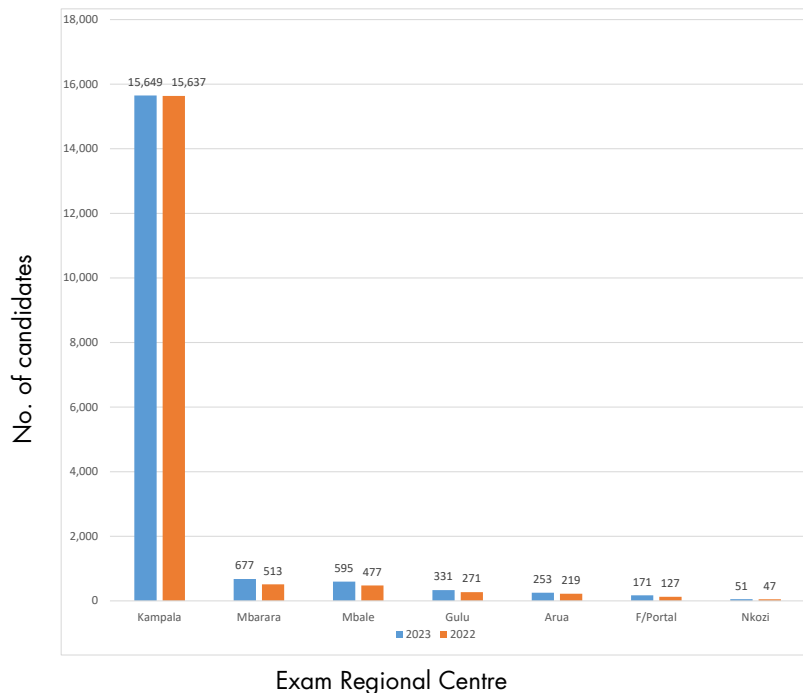


7.1 Education services

IFAC Statement of Membership Obligation 2: International Education Standards for Professional Accountants and Other Pronouncements issued by the IAESB provides guidance to professional accountancy organisations on matters of Initial Professional Development (IPD) and Continuing Professional Development (CPD). The Institute’s education services are geared towards supporting students and members in IPD and CPD to enable them to serve in public interest.

7.1.1 Conducting examinations

The Institute conducted examinations for three courses namely; Accounting Technicians Diploma (ATD), Certified Tax Advisor (CTA) and Certified Public Accountants of Uganda (CPA) in 2023. Three examinations sessions were held in 2023 compared to four in 2022. A total of 17,746 candidates, compared to 17,294 in 2022, registered for the examinations. The examinations were conducted at seven (7) examinations centres, namely: Arua, Fort Portal, Gulu, Kampala, Mbale, Mbarara and Nkozi.



ICPAU examinations scheme provided for both written and hands-on examinations as demonstrated below:



Candidates sitting examinations



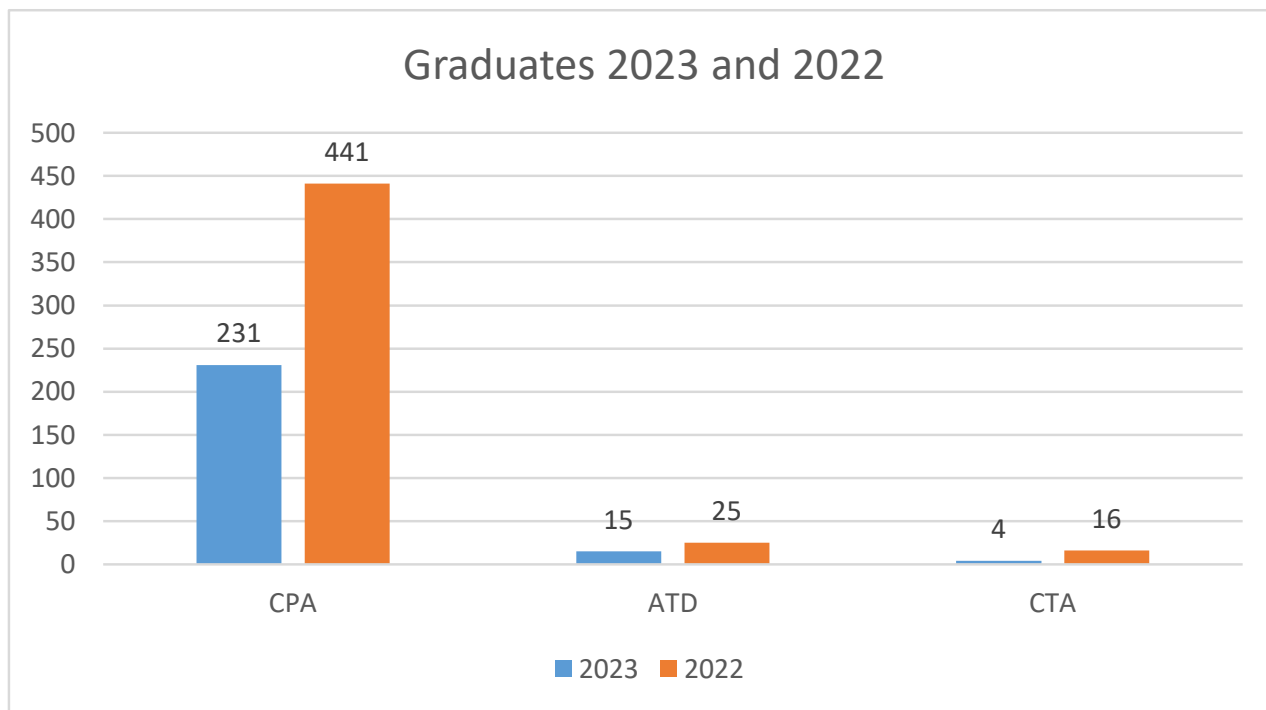
CPA Prof. Laura Orobia, PAEB chairperson and CPA Constant Othieno Mayende, ICPAU President releasing examinations results.



CPA Derick Nkajja, ICPAU CEO/Secretary (3rd left) hands over ATD Course to CPA Onesmus Oyesigye UBTEB Executive Secretary (2nd left) in November 2023. Looking on Hon. John Chrysestom Musingo, Minister of State for Higher Education (2nd right), Ms. Ketty Lamaro Permanent Secretary Ministry of Education and Sports (extreme right), Prof. Maude K. Mugisha UBTEB Board member (3rd right) and Mr. John Bosco Ntangaare, ICPAU Director Education (extreme left).

Medical teams were deployed at every examination centre to provide first aid services and ensure timely intervention in case any candidate required professional medical help during the course of examinations. One case was evacuated to China-Uganda Friendship Hospital, Naguru, Kampala

The number of students who completed their courses for the year ended 31 December 2023 compared to 2022 were as follows:



7.1.2 Engagement with students

The Institute conducted 11 students' engagement webinars in March, May and August 2023. Staff and experienced professionals made presentations on preparation for examinations in specific CPA course subjects.

The education team provided free counselling services to 31 students who sought help to overcome challenges with their CPA and CTA courses. Majority of the students who sought this service were able to overcome their challenges and pass the examinations.

7.1.3 Continuing Professional Development (CPD) Programme

All Members have an obligation of due care to their clients, employers and relevant stakeholders. They are expected to demonstrate their ability to competently discharge this responsibility.

In order to help members meet their CPD obligation and remain relevant, 45 CPD events were conducted during the year as planned. Of the 45 events held, 32 were purely virtual, 3 were hybrid (1st PFM Conference, 11th CPA Economic Forum and 28th Annual Seminar), and 10 were entirely physical.

The 45 CPD events were facilitated by 169 presenters, reaching out to a cumulative total of 12,591 participants. The total CPD hours were 267.

The CPD programme focused on the practical application of:

1. International Accounting Standards
2. International Financial Reporting Standards
3. Financial Reporting Standard for Small and Medium Enterprises

4. International Standards on Auditing / International Standard on Quality Management 1& 2,
5. Risk and Compliance
6. International Professional Practices Framework
7. International Public Sector Accounting Standards
8. Code of Ethics

The programme also focused on non-technical and emerging issues such as:

1. Environmental, Social and Governance,
2. Information Communications Technology
3. Human Capital Management.

ICPAU collaborated with [DGRV – The German Cooperative and Raiffeisen Confederation](#) (A national apex organization and top-level auditing confederation of the cooperative sector in Germany) on financial reporting and Auditing Developments for SACCO External Auditors.

7.1.4 Practical Experience Training (PET) Programme

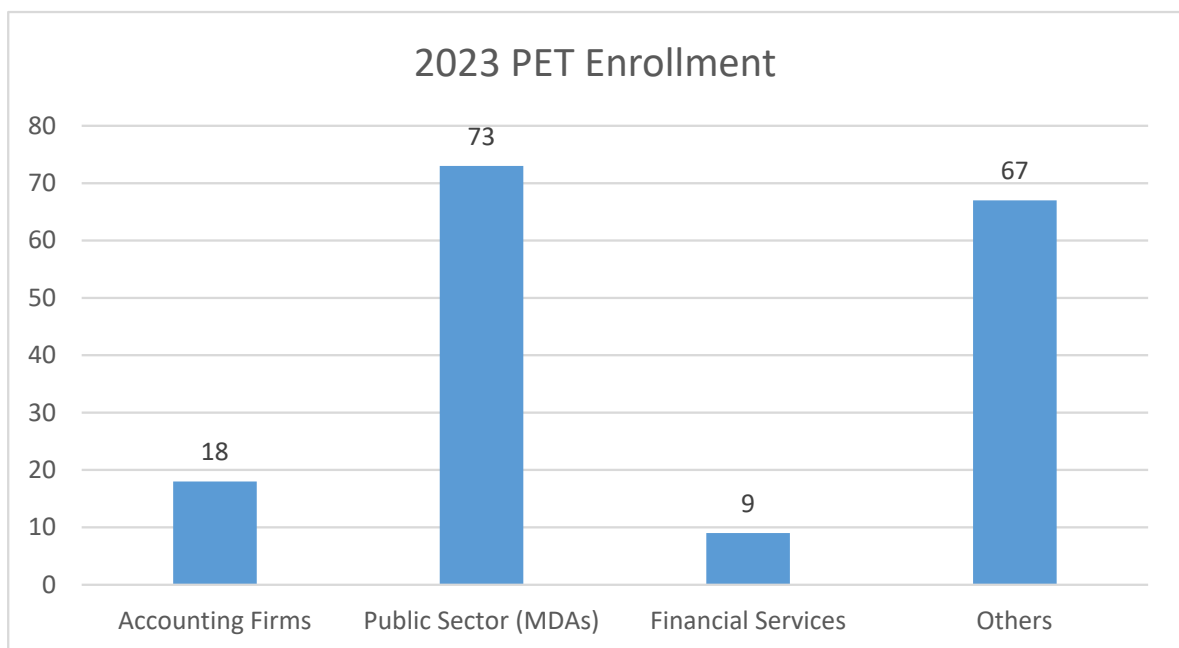
The Accountants Act, 2013 and Accountants Regulations, 2016 require students and CPA graduates to demonstrate their PET prior to attaining full membership of ICPAU.

All students and graduates have access to PET guidelines, online logbook and related information via the ICPAU website.

The education team sent 7 reminders throughout the year to all students to register for PET and document their experience.

There were 4 online engagements with students about PET and PET supervisors were engaged on PET review and supervision.

Consequently, 167 trainees (141 in 2022) enrolled for PET during the year. Cumulatively, there were 917 trainees undertaking PET as at 31 December 2023.



7.1.5 CPA Study Packs

The Institute provides tailor-made CPA study materials to facilitate students in their pursuit for CPA professional qualification. Following the approval of the syllabuses on 23 January 2023, the Institute commissioned 20 writers and 19 reviewers for 17 subjects of the CPA syllabus. Study material for six subjects was finalized and printed during the year. Significant progress had been made on the remainder of the study material by 31 December 2023 and printing was scheduled for the first quarter of 2024.



7.1.6 ICPAU students' scholarship scheme

The process for the fifth cohort of ICPAU students' scholarship scheme for the CPA course was rolled out during the year. A total of 316 applications were received from graduates of 28 Ugandan universities; 1 foreign university and 3 Uganda College of Commerce institutions. 163 applicants from 23 universities were shortlisted for evaluation. After a rigorous evaluation process, 10 beneficiaries (3 female and 7 male) from 8 universities were identified.

S/N		UNIVERSITIES	NO.
1.	UCU	Uganda Christian University	1
2.	MUST	Mbarara University of Science and Technology	1
3.	MUBS	Makerere University Business School	2
4.	KU	Kabale University	1
5.	KYU	Kyambogo University	2
6.	BU	Bugema University	1
7.	GU	Gulu University	1
8.	UniK	University of Kisubi	1
		TOTAL	10



They hold the following academic disciplines:

	Course	No.
1.	Bachelor of Business Administration	6
2.	Bachelor of Arts with Education	1
3.	Bachelor of Science in Accounting	1
4.	Bachelor of Science in Chemical Engineering	1
5..	Bachelor of Science in Economics and Statistics	1
	Total	10



The scholarship covers registration fees, studentship renewal fees, study packs, exemptions fees and examinations fees but does not cater for fees for re-sitting papers and tuition.

7.1.7 Accountancy research

A research officer was recruited in December 2023 to coordinate research projects and surveys. There was no research conducted in the year 2023.

The research fund was revised from Shs 30 million to Shs 50 million per year with effect from 2024.

7.1.8 Recognised tuition providers

The following four institutions were recognised as tuition providers during the course of the year PAT Professional Trainers Uganda Limited,

- a) Budz Professional Trainers & Consultants,
- b) Basewood Consultants Uganda Limited.
- c) Alba Professional Business School Limited
- d) Universal Virtual Content

The total number of recognised institutions and study centres was 19 as at 31 December 2023 (17 in 2022).

Three onsite inspections were made during the last quarter of 2023.

7.1.9 ICPAU syllabuses

The revised ATD, CPA and CTA syllabuses were accredited by the National Council for Higher Education (NCHE) on 20 January 2023.

The ATD course was handed over to Uganda Business and Technical Examinations Board (UBTEB) in line with Uganda Government's policy for Ordinary Diplomas and the Uganda Accountancy Qualifications Framework. The continuing students were given two (2) years (2024 and 2025) to complete the course under ICPAU. Those who will not have completed will be transferred to UBTEB.

7.1.10 Uganda Accountancy Qualifications Framework

The Institute, in conjunction with the NCHE, developed a Uganda Accountancy Qualifications Framework (UAQF) as a subset of the Uganda Higher Education Qualifications Framework of NCHE. The UAQF was approved by the Council for NCHE on 20 January 2023.

The UAQF was gazetted on 4th August 2023. It can be accessed via www.ICPAU.co.ug/students/UAQF.

The purpose of UAQF was:

- a) To standardise the process through which individuals in Uganda can learn, train and obtain accountancy qualifications.
- b) To provide progression pathways and show the different levels of accountancy qualifications.
- c) To provide a basis for assessment, recognition and equating of foreign accountancy qualification.

7.2 Standards and Regulation services

The Standards and Regulation Directorate (SRD) is responsible for the establishment and maintenance of robust and effective professional standards and regulatory framework. We are delighted to report that SRD has continued to provide support and guidance to the entire membership and economy at large.

Our desire to enhance operations and optimize service delivery footprint remained atop our Standards and Regulation agenda.

7.2.1 Highlights of key achievements for the year 2023

The year 2023 was the fifth year of implementation of the ICPAU Strategic Plan 2019-2023. The key focus areas for the Directorate in 2023 were:

- a) Strengthening the licensing and inspection process for practicing accountants and accounting firms.
- b) Commencing the Risk-based Anti- Money Laundering and Combating Financing of Terrorism (AML/CFT) inspections.
- c) CPD compliance assessments.
- d) Developing practice resources and tools to assist small and medium practitioners and members.
- e) Actively participating in the standards development process.
- f) Advocacy and thought leadership.
- g) Capacity building and enhancement for the standards and regulation team.

7.2.2 The Licensing and Inspection process is continuously improved, effective, and operates in compliance with the Law

A total of 276 firms were licensed for the year 2023 (2022: 282) and 438 (2022: 441) certificates of practice were issued.

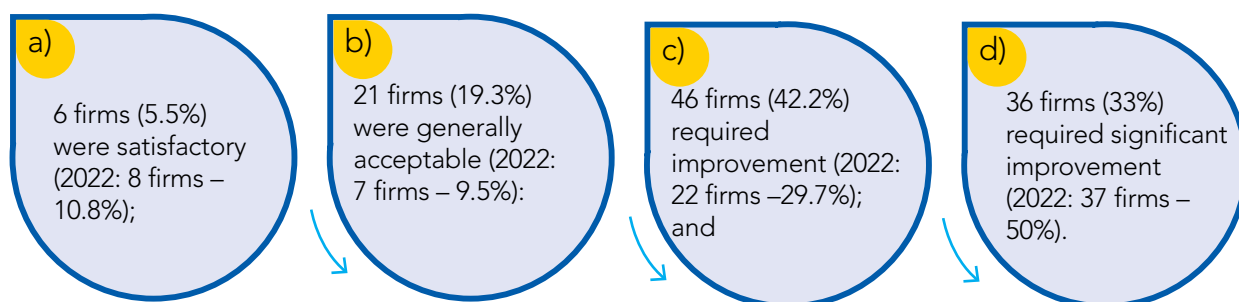
During the year, we continued to enforce the provisions of the Accountants Act, 2013 and Accountants (Practice) Regulations, 2019 in respect to the licensing and inspection process.

Most of the practicing accountants were licensed to provide all types of accountancy services (including audit and assurance services). Eight practicing accountants were licensed to provide non-assurance services (these services exclude audit and assurance services).

7.2.3 Fifth cycle of the Quality Assurance Programme

The fifth cycle of the Quality Assurance Programme commenced in April 2022. In this cycle, emphasis was placed on: The Impact of the COVID-19 pandemic and enhanced awareness; Compliance with AML/ CFT Requirements; and the new Quality Management Standards.

109 accounting firms (41: 2021) were subjected to Quality Assurance (QA) Reviews. Of these:



As part of the continuous improvement and remediation process, the firms were required to promptly address any deficiencies identified during the engagement file review.

7.2.4 CPD compliance assessment

Pursuant to the requirements of the Accountants Regulations, 2016, we assessed members' compliance with CPD requirements during the year. A total of 151 Members (200:2022), comprising 76 practicing accountants and 75 accountants were assessed for CPD compliance.

Among the practicing accountants assessed:



For the accountants assessed:



7.2.5 Practical resources and tools developed to assist Small and Medium Practitioners (SMPs)

The following guidance tools and resources were developed to support the members:

- (a) IFRS 17 Implementation Guidance
- (b) Conducting Anti-Money Laundering Review Guidance for Accounting Firms
- (c) Information Paper on Continuous Auditing and Monitoring: Guidance for Internal Auditors
- (d) Guidelines for Conducting Social Audits
- (e) IFRS 16 Post-Implementation Review Report
- (f) Alternative Finance Mechanisms for SMEs Post-Covid Recovery
- (g) Information Paper on the Taxation of the Digital Economy

Additionally, the following articles were published in the Institute’s magazines:

- (a) A comparison of IPSAS and IFRS Standards Reporting
- (b) IPSAS 44, Non-current Assets Held for Sale and Discontinued Operations
- (c) IPSAS 45 – Property, Plant and Equipment
- (d) What you need to know about Sustainability Reporting
- (e) How Internal Auditors can add value to the Public Sector
- (f) Combined Assurance for Internal Auditors and other Assurance Providers
- (g) Technology-related Revisions to the Code
- (h) The Key Revisions to the Code relating to the definition of Engagement Team and Group Audits
- (i) PFM Survey Article: Key Takeaways
- (j) Existing capabilities, capacity gaps, and resources for IPSAS implementation in Uganda

7.2.6 Actively Participated in the Standards Development Process by the IAESB, IPSASB, IAASB, IESBA, and IASB

During the year, we submitted comment letters on the following Exposure Drafts, Consultation Papers, and Surveys:

S/N	Exposure Drafts / Discussion Papers / Consultation Papers / Surveys	Body	Submitted
1.	Proposed International Standard on Auditing 500 (Revised), Audit Evidence	IAASB	27 Apr 2023
2.	Proposed Part 10, Audits of Group Financial Statements of the Proposed International Standard on Auditing for Audits of Financial Statements of Less Complex Entities (ISA for LCEs)	IAASB	29 Apr 2023
3.	Ethics consultation addressing tax planning and related services	IESBA	18 May 2023
4.	Consultation on other lease-type arrangements in the public sector	IPSASB	18 May 2023
5.	The Proposed Global Internal Audit Standards	IIA	20 May 2023
6.	Proposed International Standard on Auditing 570 (Revised), Going Concern	IAASB	22 Aug 2023
7.	IFRS for SMEs Accounting Standard Expected Credit Losses Survey	IASB	16 Nov 2023
8.	Proposed International Standard on Sustainability Assurance 5000	IAASB	1 Dec 2023
9.	Proposed International Standard on Auditing 500 (Revised), Audit Evidence	IAASB	27 Apr 2023
10.	Proposed Part 10, Audits of Group Financial Statements of the Proposed International Standard on Auditing for Audits of Financial Statements of Less Complex Entities (ISA for LCEs)	IAASB	29 Apr 2023

All comment letters are available on www.icpau.co.ug under the technical resources menu.

S/N	CONSULTATIONS	BODY	SUBMITTED
1.	IFAC Strategic Member Engagement Program	IFAC	Jan 2023
2.	Request for Advice: African Professionalisation Initiative New Strategy 2024-2026.	API	7 Mar 2023
3.	Survey on Gender Equality in the Accountancy Profession in Africa.	UNCTAD/ ARP	12 April 2023
4.	URA consultation on the obligation to remit stamp duty on all Professional Certificates and Licenses issued in Uganda to practicing accountants	URA	9 May 2023
5.	PAFA/ African Accounting and Finance Association research survey examining how accountants might help improve governmental financial resilience	PAFA/AAFA	June 2023
6.	Policy Statement on World Bank's decision to suspend new funding to Uganda over LGBTQ law.	MoFPED	17 Aug 2023
7.	USAID Feed the Future Uganda ISS Activity: Expression of Interest	USAID Feed the Future Uganda ISS Activity	29 Aug 2023
8.	Professionalisation of Cadres in the Public Service	MoPS	7 Dec 2023

7.2.7 Enhanced advocacy and thought leadership.

Resonating with the mandate of advising the Government on matters of financial accountability and management in all sectors of the economy as enshrined in the Accountants Act, 2013, the Institute continues to make comments on major issues, policies, and regulations that affect the markets in which accountants serve.

During the year 2023, comments were raised and submitted on the following:

S/N	CONSULTATIONS	BODY/ AUTHORITY	SUBMISSION DATE
1.	Income Tax (Amendment) Bill, 2023.	Parliament	April 2023
2.	Value Added Tax (Amendment) Bill, 2023.	Parliament	April 2023
3.	Tax Procedures Code (Amendment) Bill, 2023.	Parliament	April 2023
4.	Consultation on Tax Proposals for FY 2024/25 Budget	MoFPED	August 2023
5.	Economic Forum Proposals - ICPAU Economic Policy Proposals for the FY 2024/25 Budget	MoFPED	September 2023
6.	Guidelines on Financial Reporting and External Auditors for Payment Service Providers, Payment System Operators and Issuers of Payment Instruments	BoU	December 2023

Public submissions are available on the Institute's website at www.icpau.co.ug.

The SRD used the period to obtain feedback from Micro/ Small and Medium Enterprises (MSMEs/ SMEs) probono program in a bid to enhance its effectiveness. For 2024, we believe to widen awareness around this programme with continued support from the Institute's membership.

7.2.8 Capacity building and enhancement for the Standards and Regulation team

In line with the Institute's strategic goal of strengthening the Institute's Secretariat to be able to deliver sustainable value, our focus for the year aimed at reskilling the staff of SRD to ensure aspirational transformation. In particular, the staff were subjected to several trainings on the new quality management standards and conducting Anti Money Laundering reviews.

In total, the staff of SRD attended over 41 locally and internationally organised training courses online, hybrid and physical attendance. Some of the areas of training were: IFRSs; IFRS for SMEs; ISAs; IPSAS and Public Finance Management; the new Quality Management Standards; AML/CFT, the Uganda Accountancy Qualification Framework and performance management.

In 2024, the Directorate intends to continue growing staff competences on international financial reporting and auditing standards and emerging practices of climate risk reporting and Environmental, Social and Governance (ESG) reporting as a whole. It is envisaged that this will rejuvenate our mission of acting in the public interest.

7.3 Engagement services

The engagement function focused on enhancing both member and stakeholder awareness of the key value areas of the Institute and the profession. Over 480 graduates and associate members were engaged through inductions. The scope for member engagements was widened and full members made more aware of the key social support areas.

During the year, strides were made to support members in formalizing their groupings recognized as regional members networks. The networks are aimed at creating member to member and member to student support while enhancing the Institute’s support to members at a regional level.

7.3.1 Membership Enrolment and Studentship Registration

Efforts were made to not only improve the Practical Experience Training (PET) documentation process but also enable applicants for full membership appreciate the motivation behind the requirement.

The enrollment process for associate members was further enhanced to enable those who qualify to easily apply for membership through the online portal.

167 members were enrolled in 2023 (175 in 2022).

Compared to 2022, an increment of 13% was registered in the number of students registered (2,971) with majority (95%) being CPA students.

A 17% increment in applicants for the Certified Tax Advisor (CTA) course was registered following the extension of entry requirements; to allow those with degrees from any background take up the course.

7.3.2 Feedback

Through surveys conducted at the close of the year 2023, students and members rated the Institute’s performance as follows;

Members

- 92% are satisfied with the Institute’s efforts in regulating the profession.
- 92% are satisfied with the Institute’s efforts in enhancing member experiences.
- 90% agree that ICPAU offerings are aligned to technology needs required to satisfy members.
- 96% would recommend ICPAU trainings to colleagues.
- 98% were satisfied with the relevance of the topics for 2023 CPDs and the knowledge of presenters.

Students

- 92% are satisfied with the Institute’s efforts in regulating the profession.
- 92% are satisfied with the Institute’s efforts in enhancing member experiences.
- 90% agree that ICPAU offerings are aligned to technology needs required to satisfy members.
- 96% would recommend ICPAU trainings to colleagues.
- 98% were satisfied with the relevance of the topics for 2023 CPDs and the knowledge of presenters.



7.3.3 Career guidance outreaches

Over 250 outreaches were conducted regionally in secondary schools, universities and exhibitions. Prospective students were engaged on the value of professional accountancy with guidance on the key steps one can follow.



7.3.4 Member engagements

In 2023, the employer and member engagement programme covered 22 entities from various sectors.

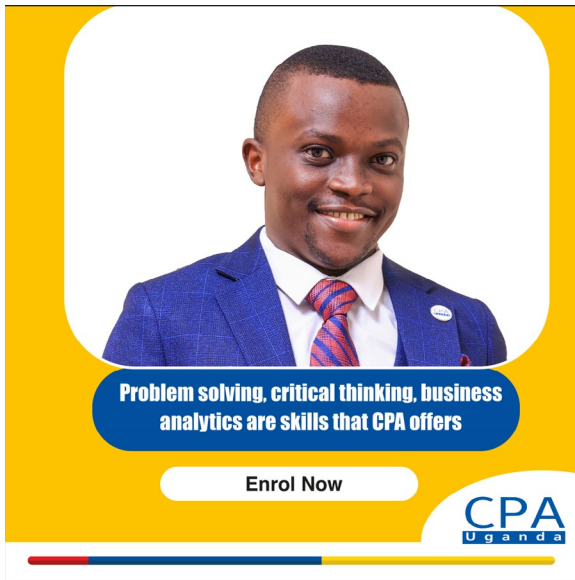
The engagements focused on promoting professional accountants and understanding the support from employers towards ICPAU members and students' career development. Through these engagements, the Institute's offerings were enhanced.

7.3.5 Communication



The Institute advertises through mass media channels to reach out to a broader audience. Advertising messages focus on;

- a) **Courses promotion:** These are advertisements mostly targeting already employed personnel in accounting roles who are yet to pursue a professional accountancy qualification. The goal is to promote the CPA course. For 2023, the Institute adopted an integrated marketing approach where similar messages were used across print, radio and digital platforms.



<https://www.youtube.com/watch?v=uVGggqz0o0M&t=15s>

- b) **Accountancy practice messages:** The Accountants Act, 2013 (Section 27 (8)) requires the Institute to publish a list of licensed accounting firms and practicing accountants in a newspaper of wide circulation. The goal is to promote licensed accounting firms and increase awareness of the legal requirements for accountancy practice, as part of the interventions towards protecting the professional accountants' space. For 2023, the lists were published as follows:

7.3.6 Digital Communication

Due to the trends in preference for communications platforms, the Institute applies a multi-pronged approach in the use of communications channels. In addition to traditional media, the Institute uses digital platforms such as the websites and social media platforms. The performance of digital platforms in 2023 is as follows:

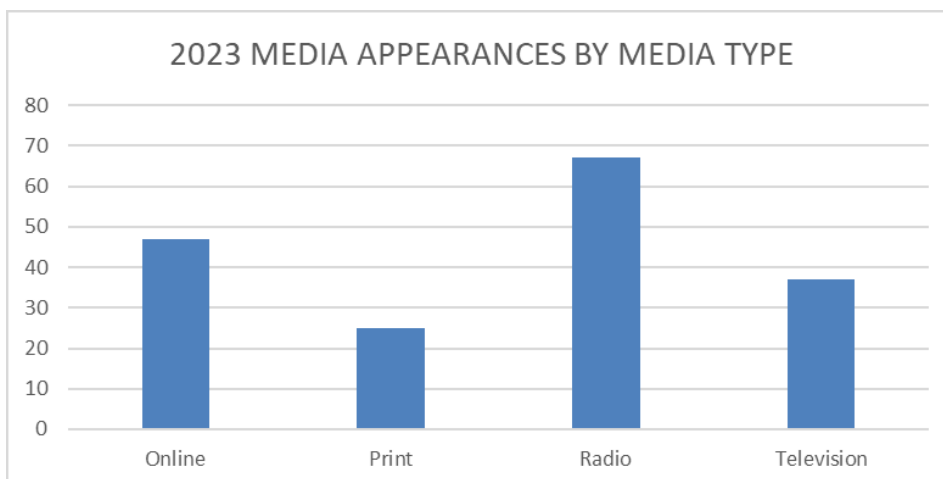
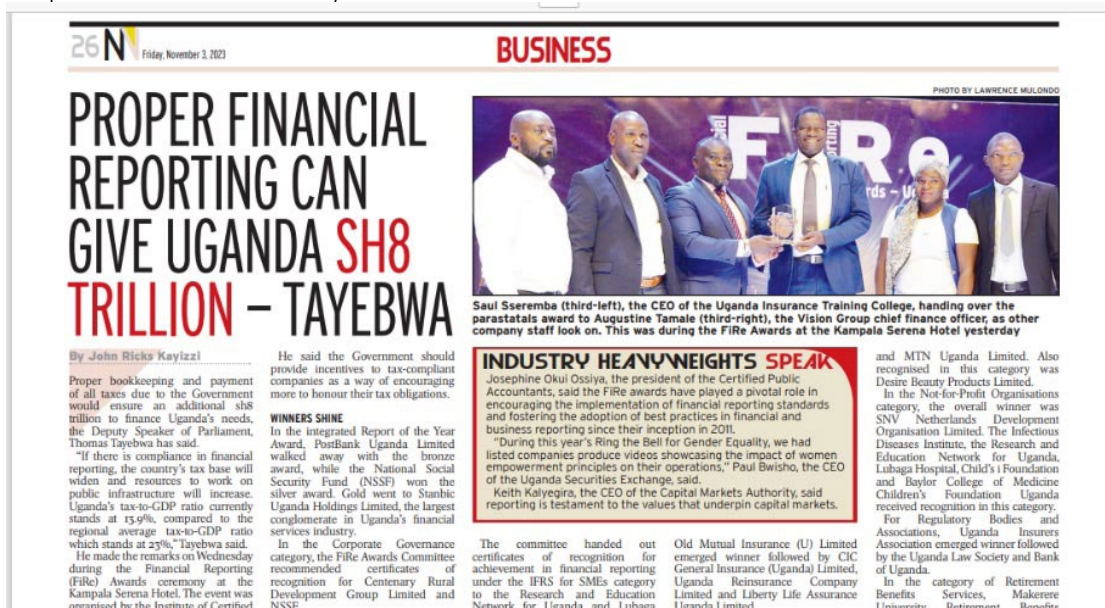
Website

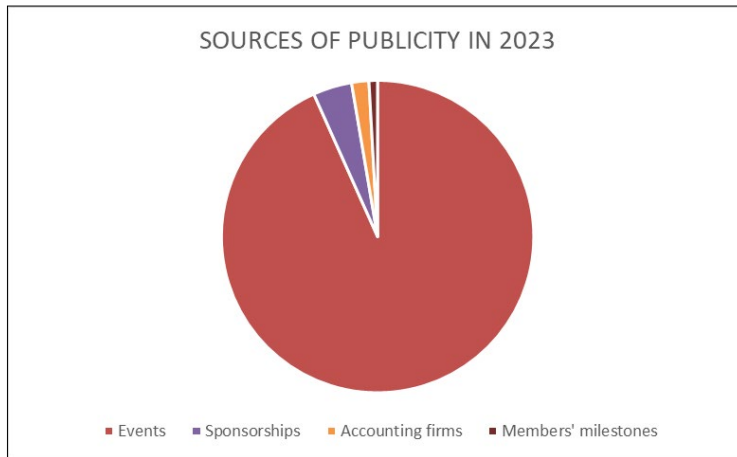
The Institute’s website is the online repository of information. We strive to ensure effectiveness of the website as a source of communication, through frequent updates. The website is also the primary engagement platform for members and students, as all automated services are accessed via the website. In 2023, there were 118,574 users (104,744 new). There were 672,697 views and 2,359,638 website interactions.

7.3.7 Publicity and Media Relations

Due to the public interest duty of accountants, the fourth estate forms an integral part of the Institute’s marketing communications. Through telling accountancy stories, the media not only offers credibility, but also effectively connects accountants with members of the public.

For 2023, our media relations revolved around strategic collaborations, interpersonal interactions and the provision of accountancy news and information.

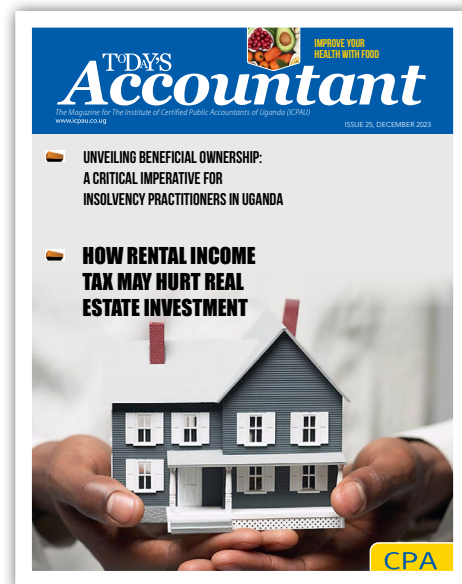
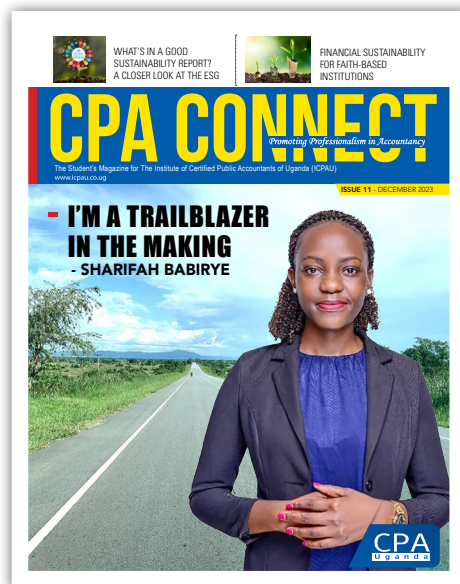




7.3. 8 Communication Material

The Institute uses a variety of tools to provide information to its stakeholders. These include emails, letters, magazines, brochures, adverts, videos, photographs, posters, sms, reports, exposure drafts, guidance papers, calls, e-news, questionnaires, speeches, press releases, articles, certificates, circulars, notices, Frequently Asked Questions (FAQs), Uganda Gazette, sample manuals, and practice guides, among others.

The Institute is required by law (Accountant's Act, 2013) to publish a journal. Today's Accountant magazine is published for members, and the CPA Connect magazine for students. The magazines provide opportunities for continuous learning, as well as platforms for members to build their personal brands and those of their practices. In 2023, 2 editions of Today's Accountant magazine (24th & 25th), and 2 editions of the CPA Connect (10th & 11th) were published.



<https://www.icpau.co.ug/cpa-connect-magazine>

<https://www.icpau.co.ug/todays-accountant>

7.3.9 News and information

Most of the Institute's news and information arises from governance developments, developments in the learning framework, examinations, events and activities, updates on standards and CPA's milestones. News is mainly disseminated through email, the e-newsletter, digital platforms and the mass media. The following stories dominated the e-news in 2023:

- a) Election of a new Council for 2023-2025
- b) Election of CPA Keto Kayemba as President of the Pan African Federation of Accountants
- c) Launch of new syllabuses for CPA, CTA & ATD
- d) Transfer of ATD to UBTEB
- e) Operationalisation of the Uganda Accountancy Qualifications Framework
- f) International Sustainability Standards Board's issuance of its inaugural standards— IFRS S1 and IFRS S2 CPAs' Milestones
- g) Editions of the e-newsletter were published in 2023.
- h) Announcement of a new strategic plan for 2024 – 2028



ICPAU NEWS

CPA Keto Kayemba Elected PAFA President

CPA Keto Kayemba, the former Assistant Auditor General of Uganda has been elected as the president of the Pan African Federation of Accountants (PAFA) for a two year term, effective 2023 - 2025. The announcement was made at the 46th Annual General Meeting of PAFA on 14 May, 2023 in Abidjan, Côte d'Ivoire. She succeeds former President, Cosme Goundété of Benin. [Read more...](#)



From L- R ICPAU Secretary/CEO, CPA Derick Nkajja, IFAC President, Asmaa Resmouki; newly elected PAFA President, CPA Keto Kayemba and outgoing PAFA President Cosme Goundété at the PAFA General Assembly in Côte d'Ivoire on 14 May 2023.

<https://www.icpau.co.ug/newsletters>

7.4 Support services

Support services of the Institute cover; human resources, administration, information and communication technology, and finance functions of the Institute.

7.4.1 New ICT applications

The Secretariat developed and deployed online;

- Document management system.
- E – Council portal.
- Registration as a practicing accountant online.

7.4.2 Redevelopment of Plot 42 Bukoto Street

- Obtained an Environmental and Social Impact Assessment certificate from National Environment Management Authority.
- Obtained Development permission in March 2023 and Building permit in November 2023 from KCCA.
- Revised the architectural plans for the building permit to be granted.

7.4.3 Treasury and working capital activities

- The Institute continued to invest funds in unit trusts, fixed deposits, and treasury bonds, earning investment income of Shs. 1.72 billion in 2023 (2022: Shs. 1.37 billion).

08 | Sustainability report



This report provides an analysis of the Institute’s sustainability which is critical to its wellbeing and operations. Our continuous engagement, evaluation and the value we deliver to the stakeholders addresses our sustainability concerns, interests and link into our strategic intent.

8.1 Value added statement

A value-added statement is a financial statement that depicts wealth created by the Institute and how that wealth is distributed among the various stakeholders.

		2023		2022	
Wealth creation		Shs (000s)	Percentage	Shs (000s)	Percentage
1	Income received from membership	2,163,923	13.5	2,144,426	17.4
2	Income received from studentship	5,962,124	37.2	4,531,443	36.8
3	Income received from CPD	5,853,937	36.5	3,877,380	31.5
4	Income received from investments	1,728,788	10.8	1,373,951	11.1
5	Other Income	<u>350,254</u>	<u>2.0</u>	<u>391,265</u>	<u>3.2</u>
Wealth created		<u>16,059,026</u>	<u>100</u>	<u>12,318,465</u>	<u>100</u>
Wealth distribution					
1	Employees – staff costs	3,875,970	24.1	3,530,780	28.6
2	Standards and regulation	803,610	5.0	860,273	7.0
3	Education and examinations	6,180,812	38.5	4,668,120	37.9
4	Media and other stakeholders	1,719,530	10.7	1,349,823	11
5	Re-investment for the Institute	3,479,104	<u>21.7</u>	<u>1,909,469</u>	<u>15.5</u>
Wealth distributed		<u>16,059,026</u>	<u>100</u>	<u>12,318,465</u>	<u>100</u>

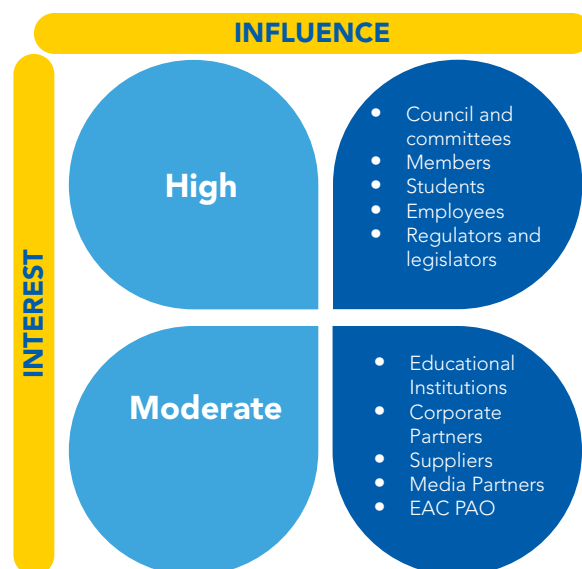
Re-investment for the Institute

1	Depreciation and amortisation	278,181		277,602	
2	Net surplus	<u>3,200,923</u>		<u>1,631,867</u>	
		<u>3,479,104</u>		<u>1,909,469</u>	

8.2 Key stakeholders

The Institute has a diversified range of stakeholders it engages continuously to drive its agenda. We have a programme of regular proactive engagements with key stakeholders to listen to one another and set parameters for robust relationships.

Stakeholder interest and influence matrix



The table below details discussions on the contribution of various stakeholders, their impact, risks as well as mitigating factors or opportunities on the Institute's value.

Our Stakeholders →	Why we engage →	Our commitment →	Engagement activities
Members	<ul style="list-style-type: none"> Members propel the growth of the profession as they represent it in executing accountancy services and voicing national policy matters. Categorised under associate and full members, they majorly support the sustainability of the Institute through annual membership fees. They participate in the activities of the Institute like education, seminars and public engagements, acting as ambassadors of the profession. 	<ul style="list-style-type: none"> Excellent customer service. Timely response to feedback. Trust and responsibility. Efficiency through digital innovations. Complaints resolution. Convenience. 	<ul style="list-style-type: none"> Conduct surveys on key areas. Hold Annual General Meetings. Receive and adopt the annual report from Council. Receive an audit opinion from the external auditors. Receive financial performance overview. Participate in CPD compliance framework. Elect members of Council. Serve on committees of Council. Participate in regional members networks.
Risks	<ul style="list-style-type: none"> Limited value-added services to members. Limited appreciation of the CPA brand. Non-compliance with the Accountants Act, Sec (34) by employers. 		
Mitigating factors opportunities	<ul style="list-style-type: none"> Improved usage of e-client support services. Increased partnerships with stakeholders on value-added services to members. Improved promotion and advocacy for adoption of accountancy services. Increased engagements with employers and stakeholders on uptake of accountancy services. 		
2023 Delivery Highlights	Council approved: <ul style="list-style-type: none"> Bereavement Support to members and Subscription waivers to members in good standing. 		

Our Stakeholders →	Why we engage →	Our commitment →	Engagement activities
Council and Committees	<ul style="list-style-type: none"> • Council is responsible for the strategic direction of ICPAU. • Implementation of sound internal control systems. • Approval of policies, work plans and budgets. 	<ul style="list-style-type: none"> • Schedule meetings. • Prepare agenda and working documents. • Send mails for meetings. • Write minutes. • Follow up actions. 	<ul style="list-style-type: none"> • Council sits at least four times a year to review the Institute’s operations and performance, internal audit and risk management and other reports. • On an annual basis, Council holds strategy review sessions attended by Senior Management. • Review and advise on financial matters • Monitor CPD compliance.
Risk	<ul style="list-style-type: none"> • Inability to provide strategy as envisioned, leading to fiduciary failure, conflict of interest and inconsistent decisions for the future of the Institute. 		
Mitigating Factors /Opportunities	<ul style="list-style-type: none"> • Council provides and/or approves strategic direction, oversight and risk management measures, policies, accountability and sustainability for the Institute. • Practice of ethical culture, good governance and effective controls. 		
2023 Delivery highlights	<ul style="list-style-type: none"> • The Institute focused on delivery of priorities that enhance sustainability of operations and achievement of set objectives. The Council and committee members acted with integrity.. 		
Students	<ul style="list-style-type: none"> • Students are the core foundation of the profession and its sustainability. • They contribute to the wealth creation in form of registration, exemption and examination fees. • Participate in promoting the Institute and its activities. 	<ul style="list-style-type: none"> • Mobilise students for the Institute’s courses. • Register students. • Regularly communicate and guide them. • Provide career guidance. • Examine and qualify the students. 	<ul style="list-style-type: none"> • Students sit for PAEB examinations, three times a year. • Conduct surveys on key areas. • Student Engagement Seminars are carried out to ensure students understand the requirements of the syllabi. • Career Guidance Outreaches are carried out in different regions of Uganda annually.
Risk	<ul style="list-style-type: none"> • Examination malpractices resulting in low caliber graduates and half baked accountants. 		

Our Stakeholders →	Why we engage →	Our commitment →	Engagement activities
Mitigating factors/ opportunities	<ul style="list-style-type: none"> The Institute operates a robust registration, documentation, system check, and examination rules that deter students from examination malpractices. 		
2023 Delivery highlights	<ul style="list-style-type: none"> The Institute's examinations were free from any malpractices. Two student engagement seminars were held, virtually. 		
Employees	<ul style="list-style-type: none"> The Institute had 52 dedicated staff as at 31 December 2023 offering services to the members, students and other stakeholders. We engage with staff to provide excellent services to our stakeholders. 	<ul style="list-style-type: none"> Ethical, customer focused service. Open and straight forward communication. Reward and benefits. Employee engagement and development. Health, safety and well being. 	<ul style="list-style-type: none"> The Institute trains its staff to deliver valuable services. Organises and encourages staff to work in teams. Enhanced work experience. Coaching, mentoring and on job training.
Risk	<ul style="list-style-type: none"> Failure to attract and retain the right skills to execute the Institute's mandate and strategy, impacting service delivery and continuity of operations. 		
Mitigating factors/ opportunities	<ul style="list-style-type: none"> The Institute's recruitment safety net is strong enough to attract exceptional talent into our employment ranks. Service standards are focused on results and are reviewed periodically. A performance culture is promoted among all staff. Staff are developed with requisite training and skills. 		
2023 Delivery highlights	<p>According to the Satisfaction Survey 2023, the Institute;</p> <ul style="list-style-type: none"> Staff team exercised professionalism in service at 95.3%. Staff team issued feedback in reasonable time at 88.2%. Members felt valued accessing ICPAU services from staff at 93.8%. Received positive feedback regarding staff working from home 		

Our Stakeholders →	Why we engage →	Our commitment →	Engagement activities
Regulators and Legislators	<ul style="list-style-type: none"> • ICPAU to comply with all the legal and regulatory requirements. • For the regulators and legislators to fully appreciate the role we play in contributing to building Uganda's economy. • Compliance with professional accountancy standards. 	<ul style="list-style-type: none"> • Regulatory compliance. • Contribution to shared regulatory areas like education. 	<ul style="list-style-type: none"> • ICPAU worked closely with all regulatory bodies as stipulated in law. • ICPAU supports other regulators to handle reporting matters in accordance with the desired Accountancy Standards. • ICPAU supports other regulators to handle reporting matters in accordance with the applicable professional standards.
Risks	<ul style="list-style-type: none"> • Lack of awareness of legal and regulatory requirements for professional accountancy by various stakeholders leading to inability to comply/respond. 		
Mitigating factors/ opportunities	<ul style="list-style-type: none"> • Educating the stakeholders on compliance as well as sensitisation through meetings, constant communication and media. 		
2023 Delivery Highlights	<ul style="list-style-type: none"> • ICPAU engaged a number of partners and stakeholders on the need to employ qualified accountants per Section 34(2) of the Accountants Act. 		
Media Partners	Disseminate, educate and inform members, stakeholders and the wider publics providing relevant information about the Institute, its activities and the accountancy profession.	<ul style="list-style-type: none"> • Engage media partners. • Provide them with relevant educational information for the stakeholders and the publics. • Receive feedback. 	<ul style="list-style-type: none"> • Reporting on regulatory function. • Publications and contribution to thought leadership. • Reporting on events like the Economic Forum, PFM and the Annual Seminar. • Reporting on professional training (CPA course and CPDs).
Risks	<ul style="list-style-type: none"> • Lack of awareness of accountancy related information often leads to the media misinforming the public. 		
Mitigating factors / opportunities	<ul style="list-style-type: none"> • A commitment strategy to provide the media with the right information to disseminate to the public. • Organizing media sensitization workshops. • Creating a good working relationship with media partners 		

Our Stakeholders →	Why we engage →	Our commitment →	Engagement activities
2023 Delivery Highlights	Achieved marked growth in information dissemination through newspapers, televisions, radios, online and social media.		
Tertiary Educational Institutions	Collaboration on training for professional education.	<ul style="list-style-type: none"> • Arrange meetings. • Pro-active engagements. • Monitoring MOUs. 	Sign MOUs for partnership in; <ul style="list-style-type: none"> a) joint promotional initiatives. b) training and career guidance of students.
Risks	<ul style="list-style-type: none"> • Lack of commitment from stakeholders on agreed parameters of collaboration. 		
Mitigating factors / opportunities	<ul style="list-style-type: none"> • Periodic engagement with stakeholders for review, commitment and implementation of agreed terms of MOUs. 		
2023 Delivery Highlights	Maintained 6 MOUs with no new one signed.		
Suppliers	Maintain steady and timely supply of products, services and accessories to support smooth operations of the Institute. All suppliers are given equal opportunity to compete for contracts for goods and services.	<ul style="list-style-type: none"> • Responsible procurement. • Competitive fairness. • Open communication. • Prompt payment schedules. 	Procure and provide; <ul style="list-style-type: none"> • Staff Health insurance and welfare. • Venues, promotional materials, transport, meals etc. • Marketing and branding items e.g. brochures, pens, banners, t-shirts etc.
Risks	<ul style="list-style-type: none"> • Engaging unscrupulous suppliers could lead to poor service/product delivery, bribery and corruption impacting negatively on the Institute's reputation. 		
Mitigating factors/ opportunities	<ul style="list-style-type: none"> • The supplier selection process is handled cautiously including checking on compliance with statutory regulations. • We engage internal teams and members, where necessary, in the procurement process for transparency. 		
2023 Delivery Highlights	<ul style="list-style-type: none"> • All suppliers were paid on time. 		

Our Stakeholders →	Why we engage →	Our commitment →	Engagement activities
Other Professional Accountancy Organisations (PAOs).	<ul style="list-style-type: none"> Work with other PAOs on strategic interests of the profession within EAC. Promote relevant professional accountancy training in the region. Link with IFAC and PAFA for updates on current professional issues. 	<ul style="list-style-type: none"> Engage other PAOs. Harmonise frameworks (Education, Audit, Accountancy). Make comments on exposure drafts. Market EACOA. Attend each other's Annual Seminars. 	<ul style="list-style-type: none"> Implement Mutual Recognition Agreement (MRA). Harmonise the framework for accountancy education in the EAC region. Receive and disseminate exposure drafts and developments in the profession.
Risks	<ul style="list-style-type: none"> Emergence of differing opinions on strategies for implementation of harmonized frameworks arising out of statutory requirements of each country. 		
Mitigating factors/ opportunities	<ul style="list-style-type: none"> Provision of mechanisms for engagement through EACIAs' Joint Governance Council. Provision for advocacy of the relevant authorities in the region. Engagement online to make communication and decision making faster and easy. 		
2023 Delivery Highlights	<ul style="list-style-type: none"> There were harmonious relationships between EACIAs. 		

8.3 Social responsiveness

Through 2023, the Institute's social responsiveness focused on education, health and community initiatives.

Education	Student Scholarship Programme The 4 th Cohort of the Student Scholarship Programme was unveiled with 10 beneficiaries. These are entitled to free registration and examination fees. The Institute also mobilized tuition provision for these beneficiaries from MAT Abacus and Glory Professional Trainers.	Uganda Mathematical Society The Institute partnered with Uganda Mathematical Society by sponsoring the Mathematics Bonanza and Teachers' Conference with medals, trophies, banners, magazines, pens and notebooks for over 600 students.
	ICPAU Junior woodball Championships The Institute partnered with Uganda Woodball Federation by sponsoring the Junior Woodball Championships with medals, certificates, trophies and branded shirts for over 700 students.	
Health	Blood Donation The Institute partnered with Uganda Re-Insurance Company and conducted a blood donation campaign during the 28 th Annual Seminar.	Medical Camps The Institute also partnered with Entebbe Hospital to offer free medical services (HIV testing/ counselling, diabetes testing, hepatitis B testing/screening, blood pressure testing, blood sugar screening, malaria testing, general medical consultation and first aid operations) to participants of the 1 st PFM Conference, 11 th CPA Economic Forum and 28 th Annual Seminar.

Community	<p>Katalemwa Cheshire Home</p> <p>The Institute conducted a charity walk in 2010 to raise funds to construct a 40-bed dormitory for children with disabilities at Katalemwa Cheshire Home. When the Institute wanted to embark on the construction, it was discovered that the land had been registered in the name of a former trustee of the Home and he could not be traced. The Home managed to have the land registered in its name in 2022.</p> <p>With passage of time, the Home changed its concept from building a dormitory to building an early learning centre and a hostel, due to changes in their governance framework. These will be income generating facilities, aimed at ensuring sustainability of the Home.</p> <p>At 31 December 2023, the Katalemwa charity fund stood at Shs. 677 million. The Fund has been built from charity walk collections, members’ annual contributions and investment income.</p> <p>The Home expects to finalise its building plans in 2024 and embark on construction.</p>
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8.4 Stakeholder experience

The Institute served an average of 35-50 stakeholders per day during the year on normal days and 70-100 stakeholders per day during the peak periods throughout the year. Most of these were prospects inquiring about enrollment for membership and registration for the courses and/or delivering application documents. The Institute also received an average of 25 phone calls on a daily basis on top of email inquiries and face to face interactions. These were attended to in good time. On the whole, the Institute had face to face interactions with 6,644 stakeholders in the year 2023.

A total of 167 members and 2,971 students used the online platforms to enroll for membership and register for studentship, respectively. This quickened the registration process and update of members’ and students’ information into the database.

Digital platforms were deployed/used for application for Full membership and Associate membership, studentship, Certificates of Practice and Firm licenses, examinations registration, CPD returns and payment processing. These reduced the movement by members and students to and from the Institute in search of services. Registration of students improved with an average turnaround time of 15 minutes and service time of between 2-5 minutes. The turnaround time for membership enrolment remained to an average of one month in 2023.

Additionally, members, students and other stakeholders were able to use online platforms to access the Institute’s resources.

8.5 Our People

8.5.1 Success Through Our People

We recognize that ICPAU’s greatest asset is its human resources hence the need for their zeal and commitment. Our team’s strategic focus is to build a performance culture in all aspects of our work with tangible evidence of improved productivity. The Human Resources Section coordinates the strategic measurement process, which is aimed at enabling the Institute meet its aspirations of being a world class accountancy Institute.

8.5.2 Workforce Demographics

The Institute had 52 members of staff at 31 December 2023 spread in four directorates. We believe that a diverse workforce flourishes where there is a culture of inclusion thus we seek to create an inclusive working environment in which all staff feel valued and respected irrespective of differences and are enabled to perform at their very best.

We remain committed to attracting, retaining and developing a workforce that is diverse in the broadest sense not only in terms of gender but also in terms of age, religion, ethnic origins, disability, marital status, political conviction as well as experience and skill set.

The average age for staff was 40 years at 31 December 2023 (40 years in 2022) while the average period of service was 7 years (7 years in 2022).

8.5.3 Learning and Development

The Secretariat is committed to continuous learning and offers learning opportunities to all employees to enable them deliver an excellent service to our stakeholders and in public interest. COVID-19 availed an opportunity in innovation where we shifted to use of digital platforms. 36 ICPAU staff attended online trainings with an overall average of 50 training hours.

In 2023, three (3) members of staff sat for CPA examinations. The Secretariat supported them with annual renewal fees, examinations fees, study packs and accorded them time off for Examinations in the form of study leave on the days of writing examinations.

8.5.4 Employee recruitment and growth

The Secretariat prioritizes having the right employees in the right positions. Our recruitment, selection process is conducted in a fair and transparent manner to promote professional excellence. All appointment and promotions are based on merit. Ten (10) staff members were recruited in 2023.

At 31 December 2023, the Secretariat had 52 staff against a staffing budget of 62. Four (4) members of staff exited the Institute by resignation. Filling of the vacant positions was ongoing, and the replacements were expected to start work in January 2024.

8.5.5 Performance management

ICPAU expects and requires high performance of its staff. It is committed to a performance management system in which individuals take responsibility and are held accountable for their performance; are recognized for their achievements; and are mentored to develop their potential.

Where performance does fall below expectations; areas for improvement are clearly identified that staff receive candid timely feedback and that appropriate improvement opportunities are provided. Supervisors bear a responsibility of fostering a culture of trust, transparency, honesty, dialogue, collaboration and innovation. The focus is building a high-performance culture and aligning it to our strategy. We are achieving this through implementation of our performance management policy to ensure objective measurement of targets.

8.5.6 Staff health and welfare

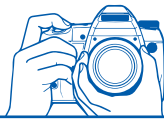
We provide medical insurance to all employees, their spouse and up to two dependents. Staff members are given 60 working days maternity leave and 5 working days paternity for mothers and fathers, respectively.

8.5.7 Staff Retirement Benefits Scheme

The Institute has a voluntary contributory retirement benefits scheme (RBS) for all its staff as well as a gratuity scheme for Senior Management. The RBS is administered by Zamara Retirement Fund, an umbrella scheme. Each employee contributes 5% of his/her basic monthly salary and the Institute contributes a similar percentage.

8.5.8 Collective responsibility

Achieving the goals of the Institute is a collective responsibility, an undertaking to be shared by the Council, Committees of Council, Senior Management and all staff members. To this end, we look to Senior Management as leaders, coaches, mentors and role models. They are responsible for facilitating the development and performance of their teams and for creating enabling environments.



ANNUAL SEMINAR - 2023



Some ICPAU officials with Dr. Ian Clarke (3rd Left seated) and representatives from the East African Community Institutes of Accountants. Extreme Left seated is ICPAU's 8th President CPA Frederick Kibbedi, 2nd Left standing is 7th President CPA Protazio Begumisa, Extreme Right standing is 6th President CPA Ben Patrick Kagoro and seated centre is current President CPA Josephine Okui Ossiya. 5th Left standing (front) is the CEO of the Institute of Certified Public Accountants of Rwanda



Dr. Emmanuel Dei-Tumi, President of Human Capital International, Africa (L) receives a certificate in honour of his presentation. Right is ICPAU Council member, CPA Timothy Ediomu



Dr. Ian Clarke, the keynote speaker receives a token of appreciation in honour of his address. Left is CPA Ronald Mutumba, ICPAU's Vice President and Right is CPA Josephine Okui Ossiya, ICPAU's President



A cross section of participants at the 28th Annual Seminar.

ACCOUNTANCY SERVICE AWARDS - 2023



Winners of the 2023 Accountancy Service Awards with ICPAU officials and the Chief Guest Mr. Don Wanyama MD of Vision Group.



A team from the Joint Clinical Research Centre (JCRC). JCRC won the Finance Team of the Year Award. Third Left is CPA Allan Ssenkungu, Compliance Manager at JCRC.



ICPAU President CPA Josephine Okui Ossiya (L) handing the Young Accountant of the Year Award to CPA Charles Busingye of Uganda Electricity Generation Company Limited.



CPA Sarah Chelangat (2nd L) won the CPA of the Year Award. She was accompanied by her daughter (2nd R). Extreme Right is Vice President and Chair of ICPAU's Members Services Committee, CPA Ronald Mutumba.

THE FINANCIAL REPORTING (FiRe) AWARDS - 2023



Stanbic Uganda Holdings Limited won the Integrated Report of the Year Gold Award. They also won the Corporate Governance Award.



The National Social Security Fund (NSSF) won the Integrated Report of the Year Silver Award. They also won the following Awards: Sustainability Reporting, Presentation and Communication, and the Parastatals/GBEs.



CPA Peter Ssenyange, PostBank's Chief Financial Officer. PostBank won the Integrated Report of the Year Bronze Award.



UAP Old Mutual Insurance Uganda Limited won the Most Improved Report Award.

PFM ANNUAL CONFERENCE- 2023



Participants at the Public Finance Management Annual Conference.



(L-R) CPA Derick Nkajja CEO ICPAU, CPA Constant Othieno Mayende 9th president ICPAU, Hon. Henry Ariganyira Musasizi, Minister of State for Ministry of Finance Planning and Economic Development, Mr. Patrick Ocalip secretary to the Treasury MoFPED.



The Keynote speaker, Mr. Patrick Ocalip (3rd left seated), Hon. Henry Ariganyira Musasizi (Centre), CPA Lawrence Semakula (2nd right standing), CPA Fixon Akonya Okonye (3rd left standing), CPA David OpiOkello ICPAU's 2nd President (2nd left seated) and ICPAU officials.

CPA ECONOMIC FORUM- 2023



(L-R) Session Chair, CPA Nancy Amuge Owino, Manager-Finance, Uganda Civil Aviation Authority with Mrs. Rosemary Kobutagi, Commissioner, Ministry of Tourism, Wildlife and Antiquities and Mr. Eddy Kirya, Managing Director, Eyalama Adventures.



Participants at the 11th CPA Economic Forum



ICPAU President CPA Josephine Okui Ossiya (middle), Vice President CPA Ronald Mutumba (4th right) with the partners of the 11th CPA Economic Forum

C-SUITE FORUM- 2023



PAFA President CPA Keto Kayemba (5th left seated) ICPAU Vice President CPA Ronald Mutumba (centre) CPA Constant Othieno Mayende (3rd right seated), and CPA Selestino Babungi, with some of the C-Suite participants.



Chairperson of the Events Management Committee (EMC), CPA David Bunnya Sserebe and EMC member, CPA Joselyne Nakasi at the Forum.



PAFA President CPA Keto Kayemba addressing participants at the Forum.



Former Council member, CPA Geoffrey Byamugisha, during an interactive session at the Forum.



(L-R) CPA Derick Nkajja CEO ICPAU, CPA Ronald Mutumba, Vice President ICPAU and CPA Constant Othieno Mayende 9th President, ICPAU.

09 | Governance report

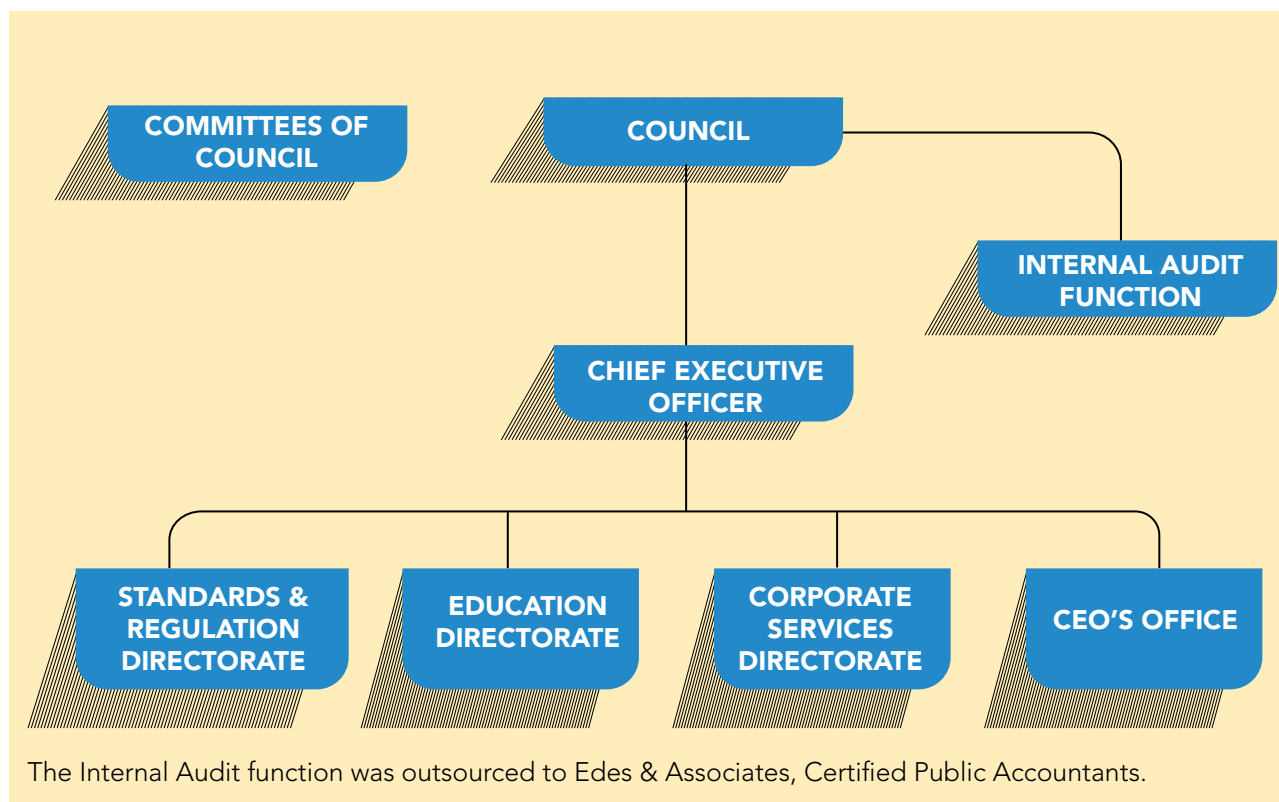


9.1 Introduction

The Council is the highest decision-making body, and it is ultimately responsible for governance of the Institute. The Council embraces best practice principles in its governance of the Institute. Sound governance practices are crucial in earning the trust of stakeholders. These practices aid in the success and sustainability of the Institute. The Institute’s governance framework enables the Council to fulfil its role of providing oversight, strategic counsel and guidance in line with its responsibility of ensuring conformance with regulatory requirements. The day-to-day activities of the Institute are handled by a full-time secretariat which is headed by the Secretary/Chief Executive Officer.

9.2 Organisational Structure

The organisational structure of the Institute for the year ended 31 December 2023 was as follows.



9.3 The Council

The Council comprises of eleven (11) members as follows;

- Seven (7) members elected by full members of the Institute. Of the elected members of Council, at least five (5) must be practising accountants and at least three (3) must be women.
- One (1) member appointed by the Minister for Finance from a recognised professional or regulatory body established by an Act of Parliament.
- Three (3) ex-officio members, namely, the Accountant General, the Auditor General and the Officer responsible for higher education in the Ministry responsible for Education. An ex-officio member can appoint a person to represent him or her at a meeting of the Council.

The term of office for the current Seven (7) elected members of Council will expire in

June 2025. Members of Council were elected electronically by full members of the Institute, and results announced on 28 June 2023 during the AGM. In turn, Council Members elected CPA Josephine Okui Ossiya and CPA Ronald Mutumba as President and Vice President respectively on 7 July 2023.

The Institute has a unitary Council structure, and the roles of the President and Secretary/Chief Executive Officer are separate and distinct. The operations of the Council and its committees are governed by a Council Charter.

Members of committees of the Council serve for two years, except those on the Public Accountants Examinations Board (PAEB) and Disciplinary Committee (DC) who serve for a period of three years. The Accountants Act, 2013 gives Council the mandate to establish committees. Members of committees were last appointed in February 2022 for a two-year term. The new members will serve for a period of two years ending December 2024.

Members of Council or its Committees are required to attend an orientation seminar/workshop to appraise themselves with the activities of the Institute and procedures of Council and Committees, and operations of professional accountancy organisations. Each member is given an induction pack. All members of the Institute on Council or its Committees serve the profession on a voluntary basis.

9.4 Council meetings adjourned

Eight (8) regular meetings were held in 2023; ie on 06 February 2023, 03 April 2023, 5 June 2023, 7 July 2023, 18 July 2023, 15 September 2023, 27 October 2023 and 7 December 2023.

Four (4) Special Council meetings were held ie on 19 January 2023, 11 May 2023, 26 June 2023, 11 September 2023.

Out of the 12 meetings held, 2 were virtual and 10 were physical. The attendance of Council meetings in 2023 was as follows:

	Name	Designation	Attendance / Number of meetings held	
			2023	2022
1	CPA Josephine Okui Ossiya	President	11/12	9/12
2	CPA Ronald Mutumba	Vice President	11/12	11/12
3	CPA Stephen Ojiambo	Member	4/12	3/12
4	CPA Edward Akol	Member	2/12	2/12
5	CPA Laura Aseru Orobia	Member	11/12	9/12
6	CPA Gloria Tuhaise Wakooba	Member	8/12	9/12
7	CPA James Nathan Nandala Mafabi	Member	3/6	N/A
8	CPA Albert Richards Otete	Member	6/6	N/A
9	CPA David Timothy Ediomu	Member	6/6	N/A
10	Eng. Steven Serunjogi	Member	8/9	N/A
11	Ms. Elizabeth Kateme	Member	7/8	N/A
12	CPA Constant Othieno Mayende	President	6/6	12/12
13	CPA Stephen Ineget	Member	5/6	10/12
14	CPA Geoffrey Byamugisha	Member	5/6	10/12
	Secretary to Council			
	CPA Derick Nkajja	Secretary/CEO, ICPAU	11/12	11/12

Note: The old Council's term of office ended on 30 June 2023. The New Council's term commenced office on 7 July 2023 and it held 6 meetings.

9.5 Boards and Committees

The Accountants Act, 2013 establishes The Public Accountants Examinations Board (PAEB), Quality Assurance Board (QAB), Disciplinary Committee (DC) and Disciplinary Appeals Committee (DAC). It also prescribes their composition and functions. The Elections Committee is established by the Accountants Regulations, 2016 to handle elections of the Council. The functional committees established by the Council majorly draw their membership from the Institute's members. Some public interest members (non-members), with specialised skills and knowledge are appointed to some committees to tap into their specialities.

The PAEB, QAB, DC and DAC draw their membership from the Institute's members and other public interest representatives. The members of Council and committees bring to the Institute vast skills, knowledge and experiences from their respective fields and backgrounds.

The Council exercises its oversight role through a governance structure comprising of committees.

With the exception of the statutory committees, all committees operate on terms of reference (TORs) approved by the Council. The TORs spell out the role, responsibilities, composition, scope of authority, quorum for meetings, appointment, meeting dates and procedures for reporting to the Council.

9.5.1 Public Accountants Examinations Board (PAEB)

PAEB was established by the Accountants Act to govern the Institute's examinations. It is composed of 7 members. Its chairperson is appointed by the Council from among the members of Council. The Secretary is also appointed by Council. All the members of the Board serve for a period of three years, except the members of Council or the Secretary, and are eligible for re-appointment.

9.5.2 Quality Assurance Board (QAB)

QAB was established by the Accountants Act, 2013. Its role is to monitor compliance with professional quality assurance standards and enhance financial reporting. It is composed of 7 members. Its chairperson is appointed by The Minister of Finance, Planning and Economic Development on the advice of Council.

9.5.3 Disciplinary Appeals Committee (DAC)

DAC was established by the Accountants Act, 2013. It is composed of 5 members and chaired by an advocate. The Committee's major role is to hear and determine appeals from the decisions of the Institute's Disciplinary Committee.

9.5.4 Elections Committee

The Elections Committee (EC) is established by the Accountants Regulations, 2016. It is composed of 5 members of the Institute appointed by the Council. It is chaired by a member of Council and its secretary is the Secretary of the Institute. It is mandated to conduct elections for the members of Council and the President and Vice President.

Its term of service expires six months after conducting respective elections. The EC conducted Council elections in 2023.

9.5.5 Disciplinary Committee (DC)

DC was established by the Accountants Act, 2013. It is composed of 5 members; a member of Council who serves as chairperson, two members of ICPAU, and two eminent persons of good repute from the public, one of whom must be from a profession other than accountancy. This Committee is the custodian of the Institute's code of ethics and has a formal process of handling complaints raised against members of the Institute. The disciplinary process is guided by the principles of fairness (the right for a member to put forward their case), confidentiality, independence, and the right to appeal.

The process takes into consideration the public interest as well as preservation of the rights of members and requirements of professional accountancy standards. The Committee's major roles are; to handle and deliver decisions on cases of professional misconduct; and to develop and issue guidance on the professional code of conduct.

9.5.6 Education and Research Committee

It handles issues related to the education and training of the Institute's students, provision of Continuing Professional Development (CPD) to members as well as coordinating research. It is comprised of 10 members.

9.5.7 Finance, Planning and Administration Committee

It handles finance, planning and administrative matters for the smooth running of the Institute. It is comprised of 8 members.

9.5.8 Projects Management Committee

The Committee is responsible for the development and utilisation of the Institute's

properties. It is a sub-committee of the Finance, Planning and Administration Committee. It is comprised of 11 members.

9.5.9 Members Services Committee

The Committee handles the members' interests; as well as oversees the development and implementation of the Institute's marketing and communication programmes. It has 11 members.

9.5.10 Events Management Committee

The Events Management Committee is comprised of 5 members. Its main role is to organize the Institute's events. It is a sub-committee of the Marketing Committee.

9.5.11 Professional Standards Committee

The Committee's main purpose is to promote and maintain compliance with professional standards, legal and other regulatory requirements. It is composed of 9 members. The committee had 5 sub-committees (panels) to cater for the increasing demands of the accountancy profession in Uganda

and diversity of the Institute's membership, namely;

- ❖ Internal Audit.
- ❖ Industry and Business
- ❖ Public Practice.
- ❖ Public Sector.
- ❖ Taxation and Economic Policy.

Each panel is chaired by a member of the main committee.

9.5.11 FiRe Awards Committee

This is a special-purpose committee of the Institute under the professional standards committee. Its main role is to promote and organise Financial Reporting (FiRe) Awards and assess improvements in the quality of financial and business reporting in Uganda. It is comprised of 9 members.

9.5.12 Audit Committee

It provides oversight of the financial reporting process, the audit process, the system of internal controls, risk management process and compliance with laws and regulations. The Audit Committee draws its membership from Council. It is comprised of 3 members.

9.6 Remuneration to members of the Council and its Committees

All members of the Institute on Council or its Committees serve the Profession on a voluntary basis. No member of Council or of its committees received any payment in respect of the services rendered to the Institute. They only received a partial refund of their transport or internet data costs whenever they attended meetings.

9.7 Attendance of meetings of Committees

9.7.1 Public Accountants Examinations Board (PAEB)

	Name	Number of meetings attended	
		2023	2022
1.	CPA Prof. Laura Aseru Orobia	7/7	6/7
2.	CPA Dr. Albert Richards Otete	3/3	N/A
3.	CPA Arthur Muguzi Babu	5/7	6/7
4.	CPA Assoc. Prof. Charles T. Kazooba	6/7	4/7
5.	CPA Assoc. Prof. Twaha Kaawaase	4/7	5/7
6.	CPA Moses Okello	4/6	N/A
7.	Ms. Mercy Mugowa Ntale	6/7	7/7

9.7.2 Quality Assurance Board (QAB)

	Name	Number of meetings attended	
		2023	2022
1.	CPA Ben Patrick Kagoro	1/2	5/5
2.	CPA Jennifer Muhuruzi	2/2	2/5
3.	CPA Juliet Stella Mutesi	2/2	N/A
4.	CPA Patrick Michael Ayota	2/2	3/5
5.	CPA Regina Kimera	0/2	3/5
6.	Ms. Alison Kwikiriza Serucaca	0/0	4/5
7.	CPA Derick Nkajja	2/2	5/5

9.7.3 Disciplinary Committee

	Name	Number of meetings attended	
		2023	2022
1.	CPA Gloria Tuhaise Wakooba	2/2	N/A
2.	CPA Marie Solome Nassiwa-Martin	2/2	6/6
3.	CPA Gervase Ndyanabo	3/3	5/6
4.	Adv. Agnes Tibayeita Isharaza	3/3	4/6
5.	Assoc. Prof. Yasin Olum	2/4	6/6

9.7.4 Elections Committee

	Name	Number of meetings attended	
		2023	2022
1.	CPA Constant Othieno Mayende	7/7	N/A
2.	CPA Bosco Philip Asega	7/7	N/A
3.	CPA Charles Mugisa	4/7	N/A
4.	CPA Dorothy Kiyaga Nseka	5/7	N/A
5.	CPA Charity Uwizera Akatukwasa	7/7	N/A
6.	CPA Derick Nkajja	7/7	N/A

9.7.5 Disciplinary Appeals Committee

	Name	Number of meetings attended	
		2023	2022
1.	Harriet Diana Musoke	N/A	N/A
2.	Frederick Cliff Kato	N/A	N/A
3.	Jacqueline B. Lutaya	N/A	N/A
4.	Justine Nnanyange Tumwesigye	N/A	N/A
5.	James Turyatamba	N/A	N/A

There were no appeals complaints to handle, therefore the committee did not meet.

9.7.6 Education and Research Committee

	Name	Number of meetings attended	
		2023	2022
1.	CPA Albert Richards Otete	3/3	N/A
2.	Ms. Elizabeth Kateme	2/3	N/A
3.	CPA Wilberforce Ssempijja	2/4	N/A
4.	CPA Walter Yorac Nono	5/5	2/2
5.	CPA Albert Elasu Obongonyinge	5/5	2/2
6.	CPA Cherusta Cherotich	3/4	N/A
7.	CPA Peter Ssenyange	3/4	N/A
8.	CPA Nancy Amuge Owino	3/5	2/2
9.	CPA Gerald Nuwamanya	2/4	N/A
10.	CPA Denis Legamoi	5/5	1/2

9.7.7 Finance, Planning and Administration Committee

	Name	Number of meetings attended	
		2023	2022
1.	CPA David Timothy Ediomu	5/5	N/A
2.	CPA David Kabaale	9/9	N/A
3.	CPA Aggrey Samuel Mankaati	8/9	N/A
4.	CPA Paul Kayongo	7/9	N/A
5.	CPA Edrina Nambalirwa	9/9	N/A
6.	CPA Daniel R. Makayi Nangalama	8/9	N/A
7.	CPA Hassan B. Musinguzi	4/9	N/A
8.	CPA Stella Musisi	6/9	N/A

9.7.8 Projects Management Committee

	Name	Number of meetings attended	
		2023	2022
1.	CPA Gloria Tuhaise Wakooba	3/4	N/A
2.	CPA David Timothy Ediomu	2/2	N/A
3.	Eng Steven Serunjogi	1/2	N/A
4.	CPA Sheila Carol Kasujja	4/4	N/A
5.	CPA Joseph Mukisa Lubega	3/4	N/A
6.	CPA Alfred Beitwababo Kabuchu	3/4	N/A
7.	CPA Joseph Kaggwa Mukasa	4/4	N/A
8.	CPA Eric Lutwama	3/4	N/A
9.	CPA Annet Karungi	3/4	N/A
10.	CPA Blessed Jesca Nansove	1/4	N/A
11.	CPA Geoffrey Ngerejaho	3/4	N/A

9.7.9 Members Services Committee

	Name	Number of meetings attended	
		2023	2022
1.	CPA Ronald Mutumba	11/11	11/11
2.	CPA David B. Sserebe	10/11	11/11
3.	CPA Allan Ssenkungu	11/11	11/11
4.	CPA Grace Jethro Kavuma	7/11	5/11
5.	CPA Slyvia Byekwaso	10/11	8/11
6.	CPA Budalah Nsubuga	10/11	10/11
7.	CPA Joseph Gonzaga Kalinda	9/9	N/A
8.	CPA Damalie Nguna	8/9	N/A
9.	CPA Kevina Musana Mubanga	6/9	N/A
10.	CPA Agnes Kasemiire	8/9	N/A
11.	CPA Resty Nanfuka	8/9	N/A

9.7.10 Events Management Committee

	Name	Number of meetings attended	
		2023	2022
1.	CPA David B. Sserebe	14/14	8/8
2.	CPA Sandra Nakibuule Batte	11/14	6/8
3.	CPA Joselyn Nakasi	13/14	8/8
4.	CPA David Timothy Ediomu	13/14	8/8
5.	CPA Rehema Nakirembe	12/12	N/A

9.7.11 Professional Standards Committee

	Name	Number of meetings attended	
		2023	2022
1.	CPA Hon. James Nathan Nandala Mafabi	1/1	N/A
2.	CPA Clive Humphrey Mayombwe	2/2	4/4
3.	CPA Jitesh Ramniklal Bhatt	2/2	N/A
4.	CPA Nicholas Mushabenta	2/2	4/4
5.	CPA Michael Tugyetwena	2/2	N/A
6.	CPA Betty Higenyi Naula	1/2	4/4
7.	CPA Edith Kakuba Nalyanti	0/2	3/4
8.	CPA Hillary Akuku	2/2	N/A
9.	CPA Anorld Ahereza	2/2	N/A

9.7.12 Internal Audit Panel

	Name	Number of meetings attended	
		2023	2022
1.	CPA Moses Bwire Nambale	2/2	3/3
2.	CPA Henry Matovu Iga	2/2	N/A
3.	CPA Stephen Muchelule	2/2	N/A
4.	CPA Catherine Asimwe	2/2	3/3
5.	CPA Innocent Amanyana	1/2	N/A
6.	CPA Rebecca Mukundane	2/2	N/A
7.	CPA Sell Governor Joseph Vuzi	2/2	3/3
8.	CPA Timothy Etoori	2/2	3/3
9.	CPA Susan Nyamwezi	2/2	N/A

9.7.13 Industry and Business Panel

	Name	Number of meetings attended	
		2023	2022
1.	CPA Michael Tugyetwena	2/2	2/2
2.	CPA Andrew Kawere	2/2	2/2
3.	CPA Justin Keith Osillo	2/2	N/A
4.	CPA Terry Namagga	2/2	N/A
5.	CPA Medgar Ahimbisibwe	2/2	N/A
6.	CPA Nitinkumar Unadkat	2/2	N/A
7.	CPA Moses Ediomu	2/2	N/A
8.	CPA Edith Namusoke	2/2	N/A
9.	CPA James Njoroge	2/2	N/A

9.7.14 Public Practice Panel

	Name	Number of meetings attended	
		2023	2022
1.	CPA Humphrey Mayombwe	3/3	2/3
2.	CPA James Okello	3/3	1/3
3.	CPA Uday Chandubhai Bhalara	2/3	2/3
4.	CPA Edward Ssendiwala	3/3	3/3
5.	Nicholas Mushabenta	2/3	N/A
7.	Baker Sekitto	2/3	N/A
8.	Solomon Peter Buni Rukua	3/3	N/A
9.	Cesar Ediomu	3/3	N/A
10.	James Oriekot	3/3	N/A

9.7.15 Public Sector Panel

	Name	Number of meetings attended	
		2023	2022
	CPA Charles Alumai	1/2	2/2
	CPA Michael Ssekandi	2/2	2/2
	CPA Irene Guloba	2/2	2/2
	CPA Fred Ahimbisibwe	2/2	N/A
	CPA Noah Matovu	1/2	N/A
	CPA Chrispus Aruho	2/2	N/A
	CPA Charles Mushabe Mugisha	2/2	N/A
	CPA Thadeus Sempijja	0/2	N/A
	CPA Rogers Paul Lukande	2/2	N/A

9.7.16 Taxation and Economic Policy Panel

	Name	Number of meetings attended	
		2023	2022
1.	CPA Silajji Kanyesigye Baguma	4/4	3/4
2.	CPA Charles Kabunga	3/4	3/4
3.	CPA Martin Makumbi	2/4	4/4
4.	CPA John Sebuuma	4/4	N/A
5.	CPA Andrew Lubega	4/4	N/A
6.	CPA Allan Barekye Mugisha	4/4	N/A
7.	CPA Mark Babumba Kazibwe	4/4	N/A
8.	CPA Julius Kenneth Okurut	4/4	N/A
9.	CPA Zuriat Nakayenga	4/4	N/A

9.7.17 Financial Reporting (FiRe) Awards Committee

	Name	Number of meetings attended	
		2023	2022
1.	CPA Stephen Ineget	3/3	3/3
2.	CPA Moses Ediomu	2/3	2/3
3.	CPA Noah Matovu	3/3	3/3
4.	CPA Edward Kasato Kangave	2/3	1/3
5.	CPA Budalah Nsubuga	2/2	N/A
6.	Mr. Peter Victor Kwagala	1/2	N/A
7.	CPA Derick Nkajja	2/3	3/3

9.7.18 Audit Committee

	Name	Number of meetings attended	
		2023	2022
1.	CPA Edward Akol	3/3	2/2
2.	CPA Geoffrey Byamugisha	2/2	2/2
3.	CPA Laura Aseru Orobina	1/1	N/A
4.	CPA Stephen Ojiambo	3/3	2/2

9.8 Code of ethics

Members, students, and staff of the Institute have the responsibility of maintaining high ethical standards and values. They have an obligation to conduct themselves in a manner that may not bring disrepute to themselves, the Institute, and the accountancy profession. Members must adhere to the Code of Ethics issued and/or adopted by ICPAU and laws of the country. Students must adhere to the students' Code of Ethics, and the Examinations Rules and Regulations issued by ICPAU, and the laws of the country.

9.9 Complaints against members and students

Public interest is at the fore of the Institute's agenda, when it comes to offering professional services by accountants. The Institute strives to fulfil its mandate by ensuring that accountants perform to the highest standard expected of the profession if the broader agenda of serving in public interest is to be realised. For the year 2023, ICPAU's focus during the year was to maintain and protect its brand by concentrating efforts on strengthening the Investigation and Disciplinary procedures but also ensuring a speedy disposal of complaints.

The Disciplinary Committee commenced the year 2023 with thirty-one (31) complaints involving members compared to thirty-seven (37) in 2022 and thirty-two (32) complaints involving students compared to thirty (30) complaints in 2022. Two (2) complaints involving members were concluded during the year. Here below is a summary of the complaints:

Statistical summary of cases against members in 2023.

DETAILS	2023	2022
Complaints as at 1st January 2023 (A)	31	37
Complaints received during the year (B)	06	06
Complaints concluded during the year (C)	(02)	(12)
(a) Sanctions imposed	01	05
(b) Dismissed	01	07
Complaints as at 31st December 2023 (A+B-C)	35	31
(a) Complaints pending Decision/Conclusion	04	2
(b) Complaints pending hearing	03	4
(c) Complaints under investigation	19	13
(d) Complaints subject to Court process	09	12

Statistical summary of cases against Students in 2023

DETAILS	2023	2022
Complaints as at January 2023 (A)	32	30
Complaints received during the year (B)	01	02
Complaints concluded during the year (C)	(15)	(00)
(a) Sanctions imposed	13	00
(b) Dismissed	02	00
Complaints as at December 2023 (A+B-C)	18	32
(a) Complaints pending Decision/Conclusion	02	10
(b) Complaints pending hearing	05	00
(c) Complaints under investigation	06	11
(d) Complaints subject to Court process	05	11

10.0 Succession planning

Succession planning is a key focus of the Council. Council considers its composition and its committees to ensure continued effectiveness and efficiency. New members are brought on board at least every two years. The Council also ensures that there is effective management in place to implement the Institute's strategy. Management succession planning is an ongoing consideration. The Council is satisfied that the current pool of talent within the Institute and the work being done to strengthen the talent pool provides adequate succession depth for both the short-term and long-term stability and sustainability of the Institute.

9.11 The Accountants Act, 2013

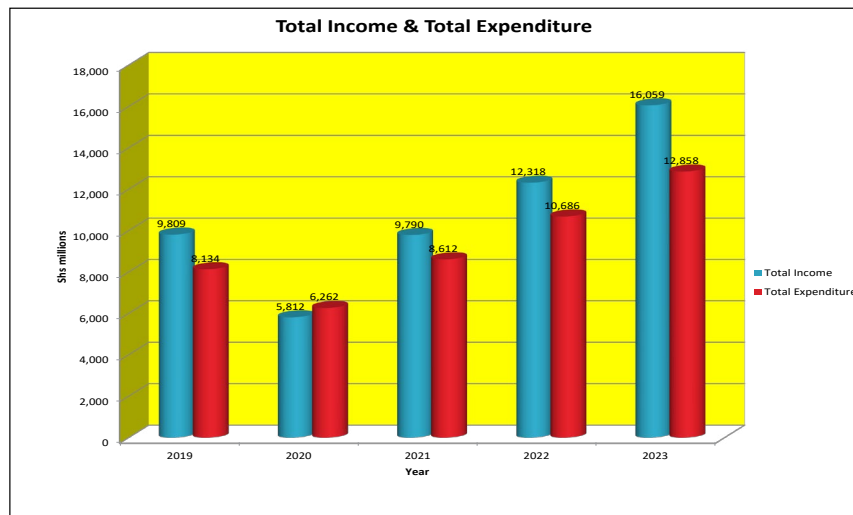
The Accountants Act, 2013 became operational on 13 December 2013. The Accountants Regulations, 2016 were gazetted on 1 April 2016, while Accountants (Practice) Regulations, 2019 were gazetted on 25 January 2019.

10.0 Financial performance overview

This overview depicts the performance of the financial year 2023 as compared to 2022. It focuses on the statement of financial performance and statement of financial position.

10.1 Total income and total expenditure

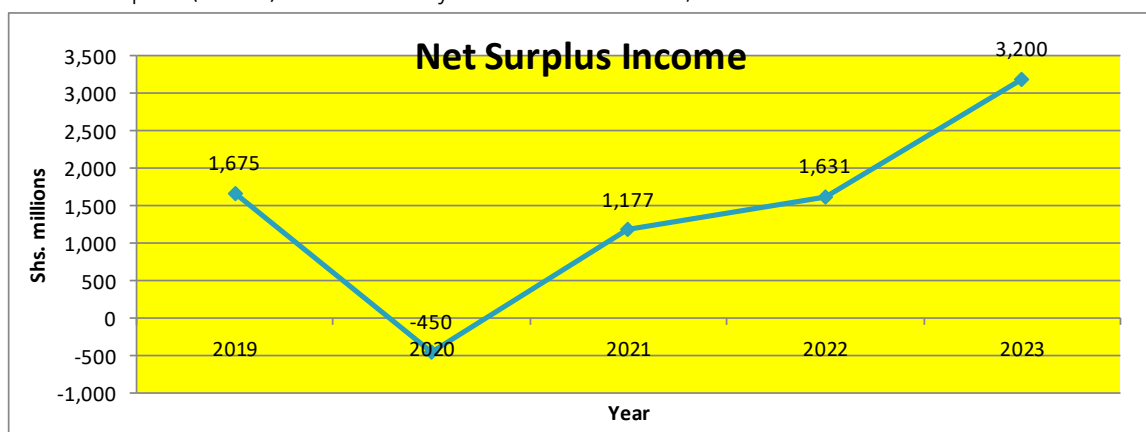
The total income comprising revenue and other income, increased by Ushs. 3.7 billion (30%); from Ushs. 12.3 billion to Ushs. 16.0 billion. This is mainly attributed to growth in Students' registration, renewal, examination and graduation fees as well as seminar fees and investment income. Total expenditure increased by Ushs. 2.2 billion (20.7%); from Ushs. 10.6 billion in 2022 to Ushs. 12.8 billion in 2023. This is attributed to costs related to introduction of the Public Finance Management conference and an increase in costs due to resumption of normal operations after the COVID19 disruptions like resumption of Graduation and accountancy promotion activities under other operating expenses. Below is a graph showing the total income and total expenditure over the years;



10.2 Net surplus/ (deficit)

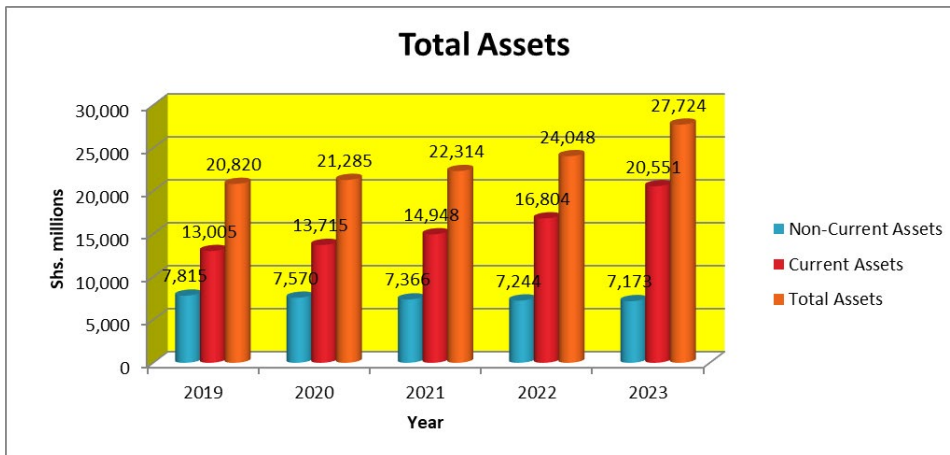
The Institute recorded a surplus of Shs 3.2 billion in 2023 compared to Shs. 1.6 billion in 2022. This is mainly attributed to an increase in revenue from Seminars with the introduction of the Public Finance Management conference and due to resumption of operations after the lifting of the COVID-19 restrictions which resulted in increased income from educational activities.

The net surplus/(deficit) for the last 5 years is shown below;



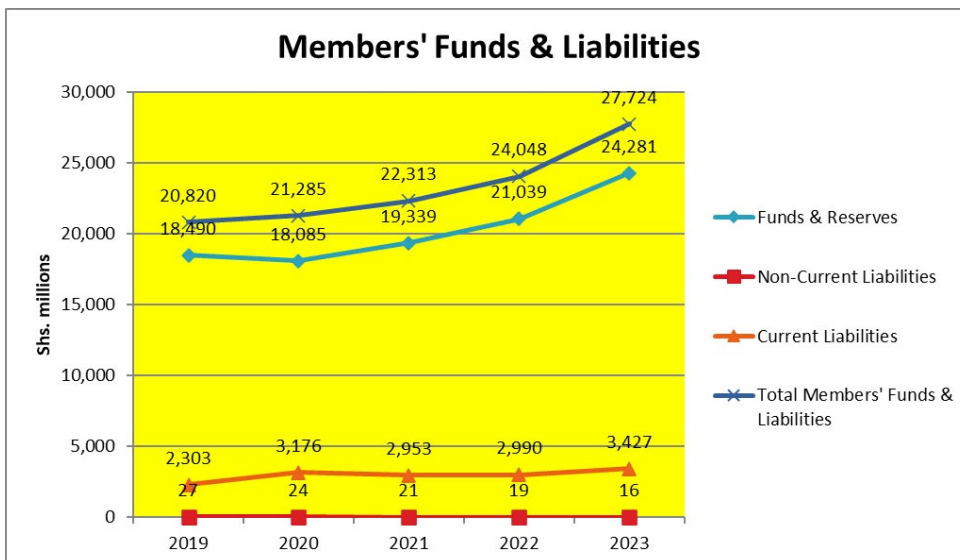
10.3 Total assets

Total assets increased by 15.4% (Ushs. 3.7 billion); from UShs. 24 billion to UShs. 27.7 billion; majorly due to increases in held to collect investments, inventory, receivables and prepayments. Below is a graph showing the total assets for the years 2019-2023;



10.4 Members' funds and liabilities

The total members' funds and liabilities increased by 15.4%; from Ushs. 24 billion to Ushs. 27.7 billion. This is mainly attributed to an increase in accumulated fund due to better surplus and increase in deferred income, when compared to 2022. The members' funds and liabilities are depicted below;



10.5 Independent auditor

Mazars BRJ Certified Public Accountants were re-appointed as auditors of the Institute for the financial year ended 31 December 2023. They have expressed willingness to continue serving as external auditors of the Institute. Council recommends their re-appointment as external auditors of the Institute for the year 2024.

By Order of the Council

CPA Derick Nkajja
Secretary to Council

INDEPENDENT AUDITOR'S REPORT AND THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

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11.0 Independent auditor’s report to the members of the Institute of Certified Public Accountants of Uganda

Report on the financial statements

Opinion

We have audited the financial statements of the Institute of Certified Public Accountants of Uganda (“the Institute” or “ICPAU”), which comprise the statement of financial position as at December 31, 2023, and the statement of financial performance, the statement of changes in members’ funds and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Institute as at December 31, 2023, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (‘IFRS’) and have been prepared in a manner required by the Accountants’ Act, 2013.

Basis for opinion

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

Other information

The Council is responsible for the other information. The other information comprises the information included in the annual report, the message from the President, other value added reports and report of the Council, but does not include the financial statements and our auditor’s report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact. We have nothing to report in this regard.

Mazars BRJ

Certified Public Accountants

CPA Robert Buswalwa, LL.B, CPA, ACA, ATT | Practitioner PO184

CPA Innocent Muhangazi, Bsc Surv, CPA, FCCA, CISA, MBA | Practitioner PO432

The firm is regulated by the Institute of Certified Public Accountants of Uganda, under licence No. AF0277

Responsibilities of management and the Council for the financial statements

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with IFRS and in the manner required by the Accountants Act, 2013, and for such internal control as management determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

The Council members are responsible for overseeing the Institute's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Institute's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Institute to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Report on other legal and regulatory requirements

As required by the Accountants Act, 2013, we report to you based on our audit, that:

- i) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- ii) in our opinion, proper books of account have been kept by the Institute, so far as appears from our examination of those books; and
- iii) the Institute's statement of financial position and statement of financial performance are in agreement with the books of account.

The engagement practitioner on the audit resulting in this independent auditor's report is CPA Innocent Muhangazi whose practitioner number is P0432.

Mazars BCS

.....
Certified Public Accountants (Firm No. AF0277)
24 Henlon Close, Luthuli Avenue, Bugolobi
Kampala

Innocent Muhangazi

.....
CPA Innocent Muhangazi FM2865

30 May 2024





12.0

Statement of financial position as at 31 December 2023

		2023	2022
Assets	Note	Ushs' 000	Ushs' 000
Non-current assets			
Intangible assets	16.3	8,302	19,886
Right of use assets	16.4	941,812	982,796
Property and equipment	16.5	<u>6,223,128</u>	<u>6,241,684</u>
Total non-current assets		<u>7,173,242</u>	<u>7,244,366</u>
Current assets			
Inventory	16.6	553,207	283,510
Receivables	16.7(a)	313,058	179,324
Prepayments	16.8	509,270	103,671
Held to collect investments	16.9(a)	18,963,062	16,054,738
Cash at bank and in hand	16.10	<u>212,984</u>	<u>183,164</u>
Total current assets		<u>20,551,581</u>	<u>16,804,407</u>
Total assets		<u>27,724,823</u>	<u>24,048,773</u>
Members' funds, reserves and liabilities			
Members' funds and reserves			
Accumulated fund	14.0	21,040,733	17,871,491
Revaluation surplus	14.0	1,948,841	1,952,160
Development fund	14.0	1,165,972	1,124,758
Research fund	14.0	<u>125,982</u>	<u>90,982</u>
Total members' funds and reserves		<u>24,281,528</u>	<u>21,039,391</u>
Non-current liabilities			
Capital grant	16.11(a)	7,207	10,808
Endowment fund	16.12	<u>8,978</u>	<u>7,988</u>
Total non-current liabilities		<u>16,185</u>	<u>18,796</u>
Current liabilities			
Payables and accrued expenses	16.13	1,378,750	1,307,901
Deferred income	16.14	2,044,760	1,679,085
Capital grant-current portion	16.11(b)	<u>3,600</u>	<u>3,600</u>
Total current liabilities		<u>3,427,110</u>	<u>2,990,586</u>
Total liabilities		<u>3,443,295</u>	<u>3,009,382</u>
Total members' funds, reserves and liabilities		<u>27,724,823</u>	<u>24,048,773</u>

The accounting policies and notes set out on pages 75 to 91 form an integral part of these financial statements. The independent auditor's report is on pages 68 to 70. The financial statements were authorised and approved by the Council on 20 May 2024 and signed on its behalf by:

CPA Josephine Okui Ossiya
President

CPA David Timothy Ediomu
Chairperson, Finance Planning & Administration
Committee



13.0

Statement of financial performance for the year ended 31 December 2023

	Note	2023	2022
		Ushs' 000	Ushs' 000
Income			
Revenue	16.15	8,126,047	6,675,869
Other income	16.16	7,843,971	5,642,596
Decrease in impairment on financial assets	16.17	<u>89,008</u>	<u>-</u>
		<u>16,059,026</u>	<u>12,318,465</u>
Expenditure			
Employees costs	16.18	3,875,970	3,530,780
Students' examinations expenses	16.19	1,942,800	1,692,206
Administrative expenses	16.20	1,067,020	1,113,087
Operating expenses	16.21	5,694,132	4,049,713
Depreciation and amortization	16.3,16.4,16.5	278,181	277,602
Impairment loss on financial assets	16.17	<u>-</u>	<u>23,210</u>
Total expenditure		<u>12,858,103</u>	<u>10,686,598</u>
Net surplus for the year		<u>3,200,923</u>	<u>1,631,867</u>

The accounting policies and notes set out on pages 75 to 91 form an integral part of these financial statements. The independent auditor's report is on pages 68 to 70.

CPA Josephine Okui Ossiya

President

CPA David Timothy Ediomu

**Chairperson, Finance, Planning & Administration
Committee**



14.0

Statement of changes in members' funds for the year ended 31 December 2023

	Accumulated	Revaluation	Development	Research	Total
	Fund	Surplus	Fund*	Fund**	Funds
	Ushs '000	Ushs '000	Ushs '000	Ushs '000	Ushs '000
Balance at 1 January 2022	16,236,305	1,955,479	1,056,779	90,982	19,339,545
Net surplus for the year	1,631,867	-	-	-	1,631,867
Revaluation surplus release	3,319	(3,319)	-	-	-
Development fund receipts	-	-	67,979	-	67,979
Balance at 31 December 2022	<u>17,871,491</u>	<u>1,952,160</u>	<u>1,124,758</u>	<u>90,982</u>	<u>21,039,391</u>
Balance at 1 January 2023	17,871,491	1,952,160	1,124,758	90,982	21,039,391
Net surplus for the year	3,200,923	-	-	-	3,200,923
Revaluation surplus release	3,319	(3,319)	-	-	-
Development fund receipts	-	-	41,214	-	41,214
Transfer to the Research fund	(35,000)	-	-	35,000	-
Balance at 31 December 2023	<u>21,040,733</u>	<u>1,948,841</u>	<u>1,165,972</u>	<u>125,982</u>	<u>24,281,528</u>

The accounting policies and notes set out on pages 75 to 91 form an integral part of these financial statements. The independent auditor's report is on pages 68 to 70.

*Development fund relates to contributions from members towards improvement of the Institute's facilities.

**Research fund relates to funds set aside to facilitate research in Accountancy.

**15.0****Statement of Cash Flows for the year ended 31 December 2023**

	Note	2023	2022
		Ushs' 000	Ushs' 000
Cash flows from operating activities			
Net surplus for the year	13.0	3,200,923	1,631,867
Adjustments:			
Depreciation and amortization	16.3,16.4,16.5	278,181	277,602
Gain on disposal		-	(11,470)
Capital grant release	16.11(b)	(3,600)	(3,600)
Operating income before working capital changes		3,475,504	1,894,399
(Increase)/decrease in inventory	16.6	(269,697)	71,747
(Increase)/decrease in receivables	16.7	(133,734)	86,059
(Increase) in prepayments	16.8	(405,600)	(76,935)
Increase/(decrease) in payables & accrued expenses	16.13	70,848	(53,731)
Increase in deferred income	16.14	<u>365,675</u>	<u>91,420</u>
Net cash from operating activities		<u>3,102,996</u>	<u>2,012,959</u>
Cash flows from investing activities			
Increase in held to collect investments	16.9(a)	(2,908,324)	(2,167,208)
Purchase of property and equipment	16.5	(207,056)	(155,712)
Proceeds from asset disposal		-	<u>11,470</u>
Net cash used in investing activities		<u>(3,115,380)</u>	<u>(2,311,450)</u>
Cash flows from financing activities			
Development fund contributions		41,214	67,979
Increase in endowment fund	16.12	<u>990</u>	<u>816</u>
Net cash from financing activities		<u>42,204</u>	<u>68,795</u>
Net increase/ (decrease) in cash and cash equivalents		29,821	(229,696)
Cash at bank and in hand at start of the year		<u>183,164</u>	<u>412,860</u>
Cash at bank and in hand at end of the year		<u>212,985</u>	<u>183,164</u>
Represented by:			
Cash at bank and in hand	16.10	<u>212,985</u>	<u>183,164</u>

The accounting policies and notes set out on pages 75 to 91 form an integral part of these financial statements. The independent auditor's report is on page 68 to 70.



16.0 Notes to the financial statements

16.1 Accounting entity

The Institute of Certified Public Accountants of Uganda (ICPAU) is a professional accountancy body established by an Act of Parliament in 1992, now the Accountants Act 2013. Its major functions are to regulate and maintain the standard of accountancy in Uganda, and to prescribe and regulate the conduct of Accountants and practising accountants in Uganda.

The Institute is a member of the International Federation of Accountants (IFAC), the Pan African Federation of Accountants (PAFA), Association for Educational Assessment in Africa (AEAA), Private Sector Foundation Uganda (PSFU), Federation of Uganda Employers (FUE) and Institute of Corporate Governance of Uganda (ICGU).

16.2 Significant accounting policies

The principal accounting policies adopted in the preparation of these statements are set out as below;

a. Basis of preparation

The financial statements have been prepared under the historical cost convention and are in compliance with International Financial Reporting Standards (IFRS). The accounting policies adopted are consistent with those of the previous year.

The preparation of the financial statements in conformity with International Financial Reporting Standards requires estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of financial statements and the reported amounts of revenues and expenses during the reporting period. Although those estimates are based on the Council's best knowledge of current events and actions, actual results may ultimately differ from those estimates. The Institute meets its day-to-day obligations with its current assets. On this basis, the Council considers it appropriate to prepare the financial statements on a going concern basis which assumes that the Institute will be in operational existence for the foreseeable future.

b. New standards, amendments and interpretations issued and now adopted by the Institute

On 1 January 2022, the Institute adopted the new or amended International Financial Reporting Standards (IFRS) that are mandatory for application for the financial year. Changes to the Institute's accounting policies have been made as required, in accordance with the transitional provisions in the respective IFRSs.

Such new or amended standards include:

- Definition of Materiality (Amendment to IAS 1 and IAS 8);
- Amendments to references to the Conceptual Framework; and
- COVID-19-Related Rent Concessions (Amendments to IFRS 16).

The adoption of these new or amended IFRSs did not result in substantial changes to the Institute's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

c. New standards, interpretations and amendments not yet effective

There are a number of standards, amendments to standards, and interpretations which have been issued by the IASB that are effective in future accounting periods that the Institute has decided not to adopt early. The following amendments are effective for the period beginning 1 January 2022:

- Onerous Contracts – Cost of Fulfilling a Contract (Amendments to IAS 37);
An onerous contract is a contract under which it is unavoidable to meet the obligations under the contract costs (i.e., the costs that the Institute cannot avoid because it has the contract) exceed the economic benefits expected to be received under it.

The amendments specify that when assessing whether a contract is onerous or loss-making, an entity needs to include costs that relate directly to a contract to provide goods or services



including both incremental costs (e.g., the costs of direct labour and materials) and an allocation of costs directly related to contract activities (e.g., depreciation of equipment used to fulfil the contract and costs of contract management and supervision). General and administrative costs do not relate directly to a contract and are excluded unless they are explicitly chargeable to the counterparty under the contract. These amendments had no impact on the financial statements of the Institute as there were no contracts within the scope of these amendments that arose during the period.

- **Property, Plant and Equipment: Proceeds before Intended Use (Amendments to IAS 16);**
The amendment prohibits entities from deducting from the cost of an item of property, plant and equipment, any proceeds of the sale of items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling such items, and the costs of producing those items, in profit or loss.

In accordance with the transitional provisions, the Institute applies the amendments retrospectively only to items of property, plant and equipment made available for use on or after January 1, 2022.

These amendments had no impact on the financial statements of the institute as there were no sales of such items produced by property, plant and equipment made available for use on or after January 1, 2022.

- **Annual Improvements to IFRS Standards 2018-2021 (Amendments to IFRS 1, IFRS 9, IFRS 16 and IAS 41); and**
- **References to Conceptual Framework (Amendments to IFRS 3).**
The amendments replace a reference to a previous version of the IASB's Conceptual Framework with a reference to the current version issued in March 2018 without significantly changing its requirements.

The amendments add an exception to the recognition principle of IFRS 3 Business Combinations to avoid the issue of potential 'day 2' gains or losses arising for liabilities and contingent liabilities that would be within the scope of IAS 37 Provisions, Contingent Liabilities and Contingent Assets or IFRIC 21 Levies, if incurred separately. The exception requires entities to apply the criteria in IAS 37 or IFRIC 21, respectively, instead of the Conceptual Framework, to determine whether a present obligation exists at the acquisition date.

The amendments also add a new paragraph to IFRS 3 to clarify that contingent assets do not qualify for recognition at the acquisition date. In accordance with the transitional provisions, the Institute applies the amendments prospectively, i.e., to business combinations occurring after the beginning of the annual reporting period in which it first applies the amendments (the date of initial application).

These amendments had no impact on the financial statements of the Institute as there were no contingent assets, liabilities or contingent liabilities within the scope of these amendments that arose during the period.

The following amendments are effective for the period beginning 1 January 2023:

- **Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)**
- In February 2021, the IASB issued amendments to IAS 1 and IFRS Practice Statement 2 Making Materiality Judgements, in which it provides guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.
- **Definition of Accounting Estimates (Amendments to IAS 8)**



- In February 2021, the IASB issued amendments to IAS 8, in which it introduces a definition of 'accounting estimates'. The amendments clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of errors. Also, they clarify how entities use measurement techniques and inputs to develop accounting estimates.
- The amendments are effective for annual reporting periods beginning on or after 1 January 2023 and apply to changes in accounting policies and changes in accounting estimates that occur on or after the start of that period. Earlier application is permitted as long as this fact is disclosed.
- **Deferred Tax Related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12)**

In May 2021, the Board issued amendments to IAS 12, which narrow the scope of the initial recognition exception under IAS 12, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences.

The amendments clarify that the classification of liabilities as current or non-current is based on rights that are in existence at the end of the reporting period, specify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability, explain that rights are in existence if covenants are complied with at the end of the reporting period, and introduce a definition of 'settlement' to make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

The amendments are applied retrospectively for annual periods beginning on or after 1 January 2023, with early application permitted.

- **Amendments to IAS 1 – Classification of Liabilities as Current or Non-current**
- The amendments to IAS 1 affect only the presentation of liabilities as current or non-current in the statement of financial position and not the amount or timing of recognition of any asset, liability, income or expenses, or the information disclosed about those items.
- The amendments clarify that the classification of liabilities as current or non-current is based on rights that are

in existence at the end of the reporting period, specify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability, explain that rights are in existence if covenants are complied with at the end of the reporting period, and introduce a definition of 'settlement' to make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

- The amendments are applied retrospectively for annual periods beginning on or after 1 January 2023, with early application permitted.

d. Revenue recognition

The Institute's source of revenue is mainly fees from membership and studentship. To determine whether to recognise revenue, the Institute follows a 5-step process:

1. Identifying the contract with a customer.
2. Identifying the performance obligations.
3. Determining the transaction price.
4. Allocating the transaction price to the performance obligations.
5. Recognising revenue when/as performance obligation(s) is/are satisfied.

Revenue represents the fair value of consideration received or receivable for the sale of goods and services in the course of the Institute's activities. Revenue is recognised either at a point in time or over time, when (or as) the Institute satisfies performance obligations by transferring the promised goods or services to its customers. It is stated net of any rebates and discounts where applicable.

Sale of goods are recognised upon the delivery of the product and customer acceptance, while sale of services are recognised upon performance of the service and customer acceptance based on the proportion of actual service rendered to the total services to be provided. Interest income is recognised on a time proportion basis using the effective interest method.

Grant Income

Grants are recognised only when there is reasonable assurance that (a) the Institute will comply with the conditions attached to the grant and (b) the grant will be received. The grant is



recognised as income over the period necessary to match it with the related costs, for which it is intended to compensate, on a systematic basis.

Non-monetary grants such as buildings and other resources are usually accounted for at fair value, although recording both the asset and the grant at a nominal amount is permitted. A grant received as compensation for costs already incurred or for immediate financial support with no future related costs, is recognised as income in the period in which it is receivable.

Subscription income

Members' subscriptions including annual membership and licensing fees are taken to income in the year in which they relate. Unless receipt is certain, members fees are not recognised as income in accordance with IFRS 15.

Development fund

All contributions to the development fund are recognised on a cash basis.

Other income

Any other income is recognised when the right to receive the payment is established.

e. IFRS 16 Leases.

At the inception of the contract, the Institute assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

Right-of-use assets

The Institute recognises a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

These right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the remaining life of the leases made up as follows;

	2023	2022
Plot 42	23 years	24 years
Plot 46	23 years	24 years
Plot 48	23 years	24 years

The Right-of-use assets are presented separately from property and equipment.

The Institute's leased land at Plots 42, 46, and 48 Bukoto Street, had been recognized on the statement of financial position in prior years under IAS 17 leases as pre-paid leases. The pre-paid leases relating to leased land were being amortized over the lease period. The Institute has presented the prepaid leases as "right of use assets" in the statement of financial position.

The Institute has therefore not recognized a lease obligation in respect of the right of use assets presented in the financial statements of the year ended 31 December 2023 because the obligation to pay lease rentals was fully executed at inception of the lease.

f. Financial instruments

Recognition and derecognition

Financial assets and financial liabilities are recognised when the Institute becomes a party to the contractual provisions of the financial instrument. Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and substantially all the risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

Classification and initial measurement of financial assets

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price in accordance with IFRS 15, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable). Financial assets are classified into one of the following categories:

- amortised cost,
- fair value through profit or loss (FVTPL), or
- fair value through other comprehensive income (FVOCI).



In the periods presented the Institute does not have any financial assets categorised as FVOCI. Under IFRS 9, on initial recognition, a financial asset is classified as measured at: amortised cost; Fair Value Through Other Comprehensive Income (FVOCI) or Fair Value Through Profit and Loss (FVTPL). The classification of financial assets under IFRS 9 is generally based on the business model in which a financial asset is managed and the contractual cash flow characteristics of the financial asset. Derivatives embedded in contracts where the host is a financial asset in the scope of the standard are never separated. Instead, the hybrid financial instrument as a whole is assessed for classification.

A financial asset is measured at amortised cost if it meets both of the following conditions:

- It is held within a business model whose objective is to hold the financial assets to collect contractual cash flows and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL;

- It is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Receivables are classified at amortised cost. There were no changes in classification of financial liabilities, as all remained under "other financial liabilities".

Impairment of financial assets

IFRS 9's impairment requirements use forward-looking information to recognise expected credit losses – the 'expected credit loss (ECL) model'. Instruments within the scope of the requirements included trade receivables, cash and cash equivalents and receivables from Government.

Under IFRS 9, loss allowances are measured on either of the following bases;

- 12 month ECLs; these are ECLs that result

from possible default events within 12 months after the reporting date; and

- Lifetime ECLs; these are ECLs that result from all possible default events over the expected life of a financial instrument.

The Institute measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured as 12 month ECLs:

- Bank balances for which credit risk (i.e., the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.
- Receivables from Government entities for which credit risk (i.e., the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

The Institute uses the simplified approach and records lifetime expected losses on all trade receivables.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Institute considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Institute's historical experience and informed credit assessment and including forward-looking information.

The Institute assumes that the credit risk on a financial asset has increased significantly if it is more than 180 days past due.

The Institute considers a financial asset to be in default when:

- The debtor is unlikely to pay its credit obligations to the Institute in full.
- The financial asset is more than 360 days past due.

Measuring of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Institute expects to receive). ECLs are discounted at the effective interest rate of the financial asset.



Credit-Impaired financial assets

At each reporting date, the Institute assesses whether financial assets carried at amortised cost are credit impaired. A financial asset is ‘credit-impaired’ when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Presentation of impairment

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

Classification and measurement of financial liabilities

The Institute’s financial liabilities include borrowings, trade and other payables. Financial liabilities are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the Institute designated a financial liability at fair value through profit or loss.

Subsequently, financial liabilities are measured at amortised cost using the effective interest method.

Held to collect investment securities

All investment securities held by the Institute are classified as held to collect. Council determines the classification of its investment securities at initial recognition and re-evaluates this at every reporting date.

Held-to-collect financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council has the positive intention and ability to hold to maturity. Marketable securities comprising treasury bills and treasury bonds are classified in this category and initially recognized at cost being the fair value of the consideration given, including transaction costs. They are subsequently carried at amortised cost using the effective yield method, less any provision for impairment.

g. Property and equipment

All property and equipment are initially measured at cost and subsequently shown at historical cost or re-valued amounts less accumulated depreciation and any accumulated impairment losses. Historical cost comprises expenditure initially incurred to bring the asset to its location and condition ready for its intended use. Freehold and leasehold land are subsequently

shown at market value based on subsequent periodic valuations less subsequent depreciation. Revaluations are performed with sufficient regularity such that the carrying amounts do not differ materially from those that would be determined by using fair values at the end of each reporting period. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Freehold land is not depreciated. Other items of property and equipment are depreciated on a straight-line basis over their estimated useful lives using the following annual rates;

Item	Rate%
Freehold land	Nil
Buildings	5
Motor vehicles	20
Furniture	10
Office equipment	20
Computers	33.3
Library books	20

h. Intangible assets

Intangible assets are initially recognized at cost and subsequently at cost less accumulated amortization and any accumulated impairment losses. Intangible assets are amortised on straight line basis over three years.

i. Inventory

Inventory is stated at the lower of cost and net realisable value. Cost is determined by the first-in-first-out (FIFO) cost formula. The Institute’s inventories are in form of items like bags, shirts, books for resale and others to be consumed in the process of rendering services.

j. Prepayments

Prepayments are recognized at fair value.

k. Payables and accrued expenses

Payables and accrued expenses are recognized at fair value.

l. Employee benefits

The Institute pays salaries and wages to its employees and contributes to the National Social Security Fund (NSSF), pays gratuity to staff employed on contract terms and contributes



to a retirement benefits scheme for staff on permanent terms. NSSF is a defined contribution scheme registered under the National Social Security Act (1985). The Institute's obligations under this scheme are limited to specific contribution regulated from time to time and currently stated at 10% of the employee's gross pay. The Institute also has a defined contributory Retirement Benefits Scheme for its staff to which it contributes 5% of the employee's monthly basic pay. The Institute's contributions are charged to the statement of financial performance in the year to which they relate.

m. Cash and cash equivalents

For the purpose of the statement of cash flows, cash and cash equivalents comprise of; cash at hand and balance at bank. Investments with a maturity period of less than 3 months from the date of acquisition are also classified as cash and cash equivalents.

n. Translation of foreign currencies

Transactions in foreign currencies during the year are converted into Ugandan shillings (the functional currency), at the rates ruling at the transaction dates. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. The resulting differences from conversion and translation are dealt with in the statement of financial performance in the year to which they relate.

o. Comparatives

Financial statements have been presented with comparative figures for the year ended 31 December, 2022. Whereas every effort has been made to match year on year figures, a few reclassifications have occurred that may affect the precise comparison of figures with the prior period.

p. Critical accounting estimates and judgements in applying accounting policies

The Institute makes estimates and assumptions concerning the future. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

16.3 Intangible Assets

	2023	2023	2023	2022
	Sophos	Internet Access Points	Total	Total
Cost	Ushs'000	Ushs'000	Ushs'000	Ushs'000
At January	27,496	7,257	34,753	34,753
Additions	—	—	—	—
At 31 December	<u>27,496</u>	<u>7,257</u>	<u>34,753</u>	<u>34,753</u>
Amortization				
At 1 January	12,448	2,419	14,867	3,283
Charge for the year	<u>9,165</u>	<u>2,419</u>	<u>11,584</u>	<u>11,584</u>
At 31 December	<u>21,613</u>	<u>4,838</u>	<u>26,451</u>	<u>14,867</u>
Net book value at 31 December	<u>5,883</u>	<u>2,419</u>	<u>8,302</u>	<u>19,886</u>

The intangible assets relate to Sophos Software renewed in December 2022.

**16.4 Right of Use Assets**

	2023				2022
	Plot 42	Plot 46	Plot 48	Total	Total
Cost/ valuation	Ushs' 000	Ushs' 000	Ushs' 000	Ushs' 000	Ushs' 000
At 1 January	40,404	621,918	621,918	1,284,240	1,284,240
At 31 December	40,404	621,918	621,918	1,284,240	1,284,240
Amortisation					
At 1 January	20,576	140,434	140,434	301,444	260,460
Charge for the year	860	20,062	20,062	40,984	40,984
At 31 December	21,436	160,496	160,496	342,428	301,444
Net book value					
At 31 December	18,968	461,422	461,422	941,812	982,796



16.5 Property and equipment Year ended 31 December 2023

	Freehold land	Capital work in progress*	Buildings	Motor vehicles	Computers	Office equipment	Furniture and fittings	Library books	Total
	Ushs 000	Ushs 000	Ushs 000	Ushs 000	Ushs 000	Ushs 000	Ushs 000	Ushs 000	Ushs 000
As at 1 January 2023	4,500,000	502,234	1,546,442	445,982	403,198	187,557	134,906	6,484	7,726,803
Additions	-	63,936	-	-	118,556	10,764	13,800	-	207,056
Disposal	-	-	-	-	(219,674)	-	(5,960)	-	(225,634)
At 31 December 2023	4,500,000	566,170	1,546,442	445,982	302,080	198,321	142,746	6,484	7,708,225
Depreciation									
As at 1 January 2023	-	-	570,420	413,068	291,382	142,829	63,755	3,665	1,485,118
Charge for the year	-	-	77,322	32,047	80,510	21,743	12,807	1,184	225,613
Disposal	-	-	-	-	(219,674)	-	(5,960)	-	(225,634)
At 31 December 2023	-	-	647,742	445,115	152,218	164,572	70,602	4,849	1,485,097
Net book value									
At 31 December 2023	4,500,000	566,170	898,700	867	149,862	33,749	72,144	1,635	6,223,128
At 31 December 2022	4,500,000	502,234	976,022	32,914	111,816	44,728	71,151	2,819	6,241,685

Addition to Capital work in progress includes;

- The payments for the environmental impact assessment, processing of the building permit and consultancy fees for Designing and Construction supervision for the Institute's planned building at Plot 42 Bukoto Street.
- The Cost of Newspaper Adverts seeking Partners for the development of the Institute land at Lubowa.

*Capital Work in Progress	2023			2022	
	Lubowa	Plot 42, Bukoto Street	Total	Ushs' 000	Total
Cost	Ushs' 000	Ushs' 000	Ushs' 000	Ushs' 000	Ushs' 000
As at 1 January 2023	347,910	154,324	502,234	456,454	
Additions	8,106	55,830	63,936	45,780	
As at 31 December 2023	356,016	210,154	566,170	502,234	



Year ended December 31, 2022

	Freehold land	Capital work in progress*	Buildings	Motor vehicles	Computers	Office equipment	Furniture and fittings	Library books	Total
Cost	Ushs 000	Ushs 000	Ushs 000	Ushs 000	Ushs 000	Ushs 000	Ushs 000	Ushs 000	Ushs 000
As at 1 January 2022	4,500,000	456,454	1,546,442	445,982	604,316	252,944	150,250	22,332	7,978,720
Additions	-	45,780	-	-	76,103	23,265	10,564	-	155,712
Disposal	-	-	-	-	(277,221)	(88,652)	(25,908)	(15,848)	(407,629)
At 31 December 2022	4,500,000	502,234	1,546,442	445,982	403,198	187,557	134,906	6,484	7,726,803
Depreciation									
As at 1 January 2022	-	-	493,098	354,463	518,576	206,336	76,912	18,329	1,667,714
Charge for the year	-	-	77,322	58,605	50,027	25,145	12,751	1,184	225,034
Disposal	-	-	-	-	(277,221)	(88,652)	(25,908)	(15,848)	(407,629)
At 31 December 2022	-	-	570,420	413,068	291,382	142,829	63,755	3,665	1,485,119
Net book value									
At 31 December 2022	4,500,000	502,234	976,022	32,914	111,816	44,728	71,151	2,819	6,241,684
At 31 December 2021	4,500,000	456,454	1,053,344	91,519	85,740	46,608	73,338	4,003	6,311,006



16.6 Inventory

	2023	2022
	Ushs' 000	Ushs' 000
Student study packs	338,374	88,058
International Financial Reporting Standards	-	4,676
Stationery	125,300	136,700
Promotional materials and bags	<u>89,532</u>	<u>54,076</u>
	<u>553,207</u>	<u>283,510</u>

16.7 (a) Receivables

Due from members	36,146	66,326
Seminar fees	517,253	413,089
Study packs	290	36,900
Staff advances	8,138	507
Sundry receivables	<u>9,432</u>	<u>33,190</u>
	571,259	550,012
Less impairment provision	<u>(258,201)</u>	<u>(370,688)</u>
	<u>313,058</u>	<u>179,324</u>

(b) Impairment provision on receivables

At 1 January	370,688	368,138
Bad debts written off	(12,288)	(12,315)
Impairment (decrease) /increase for the year	<u>(100,200)</u>	<u>14,865</u>
	<u>258,201</u>	<u>370,688</u>

16.8 Prepayments

Seminar expenses	115,888	8,473
Study packs	353,054	82,300
Other prepayments	<u>40,330</u>	<u>12,898</u>
	<u>509,270</u>	<u>103,671</u>

**16.9 (a) Held to collect investments**

Fixed deposit	2,680,055	2,532,950
Unit trusts*	13,132,545	10,372,250
Treasury bonds	<u>3,150,462</u>	<u>3,149,538</u>
	<u>18,963,062</u>	<u>16,054,738</u>

Instrument	Purchase Date	Maturity Date	Purchase Cost	Exchange Gain	Net Addition/ (Retirement)	Capitalized Interest	At 31 December 2023	IFRS 9 Impairment Adjustment	Carrying Amount Under IFRS 9 at 31 Dec 2023
			Ushs' 000	Ushs' 000	Ushs' 000	Ushs'000	Ushs' 000	Ushs'000	Ushs' 000
Fixed Deposit									
182 days (USD)	21 Sept 23	21 Mar 24	2,628,093	24,995	-	37,285	2,690,373	(10,318)	2,680,055
Sub total			2,628,093	24,995	-	37,285	2,690,373	(10,318)	2,680,055
Unit Trust with:									
UAP	1 Jan 23	Open	8,244,472	--	93,113	1,084,813	9,422,398	(36,137)	9,386,261
ICEA	1 Jan 23	Open	1,952,320	--	1,290,000	279,592	3,521,912	(13,507)	3,508,405
Britam	1 Jan 23	Open	215,392	--	-	23,403	238,795	(916)	237,879
Sub total			10,412,184	--	1,383,113	1,387,808	13,183,105	(72,961)	13,132,545
Treasury Bond									
1,182 days	23 Oct 20	8 Jan 24	3,149,538	--	(149,538)	150,462	3,150,462	-	3,150,462
Total			16,189,815	24,995	1,233,575	1,575,555	19,023,940	(60,878)	18,963,062

(b) Impairment provision on held to collect investments

	2023	2022
	Ushs' 000	Ushs' 000
At 1 January	49,686	41,341
Impairment loss for the year	<u>11,192</u>	<u>8,345</u>
At 31 December	<u>60,878</u>	<u>49,686</u>

* A unit trust fund is a collective investment scheme, which pulls investors' capital into a fund managed by a professional Fund Manager. During the year ended, the Institute invested with UAP Financial Services Limited, ICEA Asset Management (U) Limited and Britam Asset Managers Company (U) Limited.

The average annual interest rates from unit trusts for the years 2023 and (2022) were 11% (10.59%) for UAP, 10.7% (11%) for ICEA and 10.35% (10.14%) for Britam.

16.10 Cash at Bank and in Hand

	2023	2022
	Ushs' 000	Ushs' 000
Cash at bank	212,978	183,123
Cash at hand	<u>6</u>	<u>41</u>
	<u>212,984</u>	<u>183,164</u>



16.11 Capital Grant

a) Non current portion

	2023	2022
	Ushs' 000	Ushs' 000
Balance at 1 January	10,808	14,408
Current portion to current liabilities	<u>(3,600)</u>	<u>(3,600)</u>
	<u>7,207</u>	<u>10,808</u>

This relates to grants received from the Government of Uganda in accordance with the agreements between the Republic of Uganda and the International Development Association (IDA) and ICPAU signed on 9 June 1995. The grant relates to the refurbishment of building at Plot 42 Bukoto Street.

b) Current portion

	2023	2022
	Ushs' 000	Ushs' 000
Balance at 1 January	3,600	3,600
Transfer from capital grant	3,600	3,600
Capital grant release transferred to other Income	<u>(3,600)</u>	<u>(3,600)</u>
Balance at 31 December	<u>3,600</u>	<u>3,600</u>

16.12 Endowment Fund

Balance at 1 January	7,988	7,172
Investment income earned during period	<u>990</u>	<u>816</u>
Balance at 31 December	<u>8,978</u>	<u>7,988</u>

This represents funds donated by the Institute of Chartered Accountants of Scotland for prizes to top students in the Institute's CPA (U) final examination.

16.13 Payables and Accrued Expenses

	2023	2022
	Ushs' 000	Ushs' 000
Katalemwa charity collections	677,982	602,055
Leave provision	84,993	58,363
Accrued examinations expenses	134,015	275,486
Accrued expenses	359,842	278,028
Accrued gratuity	77,108	49,907
Other payables	<u>44,809</u>	<u>44,062</u>
	<u>1,378,749</u>	<u>1,307,901</u>

**16.14 Deferred Income**

	2023	2022
	Ushs' 000	Ushs' 000
Advance income from members	908,268	716,925
Advance income from students	672,295	553,020
Application fees	16,246	16,246
Other advance receipts	<u>447,951</u>	<u>392,894</u>
	<u>2,044,760</u>	<u>1,679,085</u>

16.15 Revenue

Enrolment fees-members	125,250	131,250
Members' subscriptions	1,338,123	1,309,576
Practicing certificates	548,750	551,250
Licenses - accounting firms	151,800	152,350
Students' registration fees	449,960	342,160
Students' annual renewal fees	1,158,356	895,200
Examinations fees	4,174,468	3,294,083
Graduation fees	<u>179,340</u>	<u>-</u>
	<u>8,126,047</u>	<u>6,675,869</u>

16.16 Other Income

Income from seminars	5,853,937	3,877,380
Investment income from fixed deposits	99,471	59,294
Investment income from call account	600	300
Investment income from treasury bonds	336,923	336,000
Investment income from unit trusts	1,292,394	978,357
Accountancy development support services	749	9,222
Sale of publications	6,708	64,350
FiRe awards	153,350	129,200
Capital grant release	3,600	3,600
Gain from disposal of property and equipment	-	11,470
Other income sources	47,331	60,217
Foreign exchange gain	<u>48,908</u>	<u>113,206</u>
	<u>7,843,971</u>	<u>5,642,596</u>

16.17 Impairment of financial assets

Impairment (decrease) / increase on receivables	(100,200)	14,865
Impairment increase on held to collect investments	<u>11,192</u>	<u>8,345</u>
Net (decrease)/ increase in impairment of financial assets	<u>(89,008)</u>	<u>23,210</u>



16.18 Employee Costs

	2023	2022
	Ushs' 000	Ushs' 000
Salaries and wages	2,888,063	2,673,996
Increase / (reduction) in leave provision	26,630	_(18,568)
	2,914,693	2,655,428
10% Social security contributions- NSSF	308,306	283,097
Gratuity	165,648	160,733
5% RBS contribution	115,562	93,971
Staff welfare	340,342	313,397
Subscriptions to professional bodies	18,471	17,384
Staff recruitment costs	<u>12,947</u>	<u>6,770</u>
	<u>3,875,970</u>	<u>3,530,780</u>

16.19 Student Examinations Expenses

Examiners and moderators' fees	774,420	680,197
Examination marking expenses	585,036	514,091
Examination administration expenses	456,820	417,916
Examination printing and stationery	114,819	76,881
Examiners training	<u>11,705</u>	<u>3,121</u>
	<u>1,942,800</u>	<u>1,692,206</u>

16.20 Administrative expenses

Postage, telephone and internet services	214,810	209,447
AGM, Council and Committees' expenses	103,090	60,755
Training	49,179	29,787
Professional fees	38,302	204,757
Office equipment running costs	87,545	76,723
Website and databases improvement expenses	86,168	101,108
General office expenses	110,974	84,463
Printing and stationery	58,028	45,745
Electricity and water	39,328	35,539
Vehicle repairs, maintenance and operations	51,215	60,142
Security expenses	56,382	58,134
Library expenses	15,768	19,169
Internal audit fees	16,520	16,520
Bank charges	16,229	22,742
Students administration expenses	48,094	50,625
Travelling expenses-local	9,682	6,254
Planning costs	45,247	11,693
External audit fees	20,458	19,484
	<u>1,067,020</u>	<u>1,113,087</u>

**16.21 Operating expenses**

	2023	2022
	Ushs' 000	Ushs' 000
Seminar costs	4,189,743	2,924,819
Accountancy promotion	543,801	346,809
Travelling expenses-IFAC, PAFA and EACIA activities	81,847	113,699
Accountancy development support services	6,891	11,000
Subscriptions	166,280	179,712
FiRe & Accountancy Service awards expenses	252,199	231,956
Insurance	117,413	110,463
Compliance costs	45,108	47,508
Building maintenance costs	28,273	36,410
Audit monitoring costs	30,010	18,286
Rent and rates	12,667	19,877
Study material writing costs	175	470
Magazine costs	8,353	5,104
Firm licenses & practicing certificates	7,200	3,600
Graduation expenses	<u>204,170</u>	<u>-</u>
	<u>5,694,132</u>	<u>4,049,713</u>

16.22 Contingent liabilities

The Institute is a defendant in some cases brought against it in the High Court by some of its members and other parties. Based on professional advice received by the Institute's legal counsel, there is a strong likelihood that these cases will be ruled in favour of the Institute. Therefore, no provision has been made.

16.23 Post - balance sheet events

There were no post - balance sheet events as at 31 December 2023 that required amendment or disclosure in the financial statements as at the date of this report.

16.24 Financial risk management

The Institute's activities may expose it to financial risks; market risk (interest rate and foreign exchange risk), credit risk and liquidity risk.

Interest rate risk: The Institute's interest-bearing assets consist of treasury bonds, fixed deposits, unit trusts and deposits on call account which are at fixed and variable rates. The Institute has the intent and ability to hold the investments in fixed deposits and treasury bonds to maturity.

Foreign exchange risk: The Institute mainly transacts in the local currency. At 31 December 2023, there were no borrowings in foreign currency and thus no financial liabilities designated in foreign currency. The investment in a fixed deposit at Housing Finance Bank (U) Ltd was the only foreign currency denominated asset exposed to foreign exchange risk. The Institute has a USD bank account where the receivables are deposited.

Credit risk: Credit risk arises from cash and cash equivalents, held to collect investments and receivables. The Institute limits exposure on bank and cash balances by holding its cash in sound financial institutions and in unit trusts by investing funds with three sound unit trust service providers. Additionally, most of the money is invested in unit trusts and fixed deposits. At reporting date, held to collect investments in unit trusts and fixed deposits were adjusted for any impairment in accordance with IFRS 9 financial instruments. Receivables that are mainly from members, organisations that employ members and the Government of Uganda are also



significantly affected by the provision for Impairment (Expected Credited Losses) in accordance with IFRS 9 (Financial Instruments) at reporting date.

Liquidity risk: The Institute is not exposed to liquidity risk given that it maintains a call account with a commercial bank and investments in unit trusts that earn interest but whose principal can be accessed at short notice and at no cost.

16.25 Reporting currency

The financial statements are presented in thousands of Uganda Shillings (Ushs' 000).

16.26 Taxation

The Institute is exempted from income tax under section 2 of the Income Tax Act.

16.27 Related party transactions and events

Parties are related if one party has the ability to control the other or exercise significant influence over the other party in making financial and operating decisions. Transactions and events with related parties are disclosed by nature, outstanding balances, terms and conditions and if material, the potential impact on the financial statements. During the year ended 31 December 2023, there were no reportable related party transactions and events.

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