

BACKGROUND NOTE ON ACTION PLANS

The SMO Action Plan is intended to provide a summary of:

1. The legal and regulatory environment for the profession;
2. The status of adoption of international standards and best practices in the jurisdiction; and
3. The actions of a Member or Associate to fulfill the IFAC membership requirements.

IFAC [Statements of Membership Obligations](#) (SMOs) require IFAC Members and Associates to support the adoption¹ and implementation² of international standards and other pronouncements issued by independent standard-setting boards under the auspices of IFAC as well as by the International Accounting Standards Board (IASB); and to establish a quality assurance (QA) review and investigation and disciplinary (I&D) systems. The SMOs are recognized as the international benchmarks for credible and high-quality PAOs that are focused on and have the necessary expertise to serve the public interest and meet the market demands of their respective jurisdictions.

IFAC Members and Associates conduct a self-assessment against the requirements of SMOs and identify areas where, if any, improvements are needed. Members and Associates should develop an Action Plan to (a) demonstrate how they fulfill the requirements of the SMOs (revised in 2012), and (b) where some requirements are not yet addressed, to present plans towards their fulfillment. Action Plans are designed to be **ever-green** documents that take into consideration IFAC recommendations. Depending on the PAO's level of fulfillment (see *IFAC's Summary Assessment* – page 2), an Action Plan may not be necessary for each SMO section and instead the '*Attestation of Ongoing SMO Compliance*' is used to confirm their ongoing commitments. However, PAOs may wish and are welcome to utilize the Action Plan as a tool to demonstrate how they are using 'best endeavors' and going beyond their mandate with innovative approaches to fulfilling the SMOs and strengthening the national profession.

The specific details of each organization's actions will vary even where two PAOs are involved in the same SMO area. Each PAO operates in its own unique regulatory and standard-setting framework and has different operating, technical, and resource capacities. Moreover, in deciding when and how a particular SMO requirement is to be addressed, PAOs might have differing timeframes and objectives to achieve. Notwithstanding these inevitable differences, seeking the advice and assistance of other PAOs who have already faced and dealt with similar challenges can save significant time and resources. IFAC staff will offer assistance as needed.

Regular updates of the SMO Action Plans are required as part of the [IFAC Member Compliance Program](#).

¹ *Adoption* is concerned with the decision that international standards are appropriate for use in specific national financial reporting environments and with the actions necessary to affect those decisions, including incorporation into national requirements or requiring the use of international standards through law. Adoption may include a process to review draft international standards, translation, public exposure of proposed standards, approval, incorporation into national requirements as necessary, and promulgation of final standards, and, where applicable, a convergence process to eliminate or minimize differences between international and national standards.

² *Implementation* may include a process to build awareness of the adopted standards, provide relevant education and training, develop, or disseminate implementation guidance and any other activities that promote proper understanding and use of the standards in practice.

Use of Information: Please refer to the [Disclaimer](#) published on the IFAC website.















ACTION PLAN

IFAC Member: Institute of Chartered Accountants – Ghana (ICAG)

Approved by Governing Body: ICAG Council

Last Updated: October 2023

IFAC’s Summary Assessment: PAOs are encouraged to take staff’s recommendation into consideration as part of future strategic planning conversations at the PAO. For more information on IFAC Member Compliance Program Dashboard Reports and the legends used to describe the status of adoption of international standards, best practices, and fulfillment of Statements of Membership Obligations (SMO) requirements, please refer to the Status of Adoption [methodology](#) and SMO Fulfillment [methodology](#).

| | ICAG Level of Responsibility for Adoption | Adoption Status as of 2023 | Level of SMO Fulfillment as of 2023 |
|---------------|---|--|--|
| QA / SMO 1 | Direct |  Adopted |  Sustain |
| IES / SMO 2 | Direct |  Adopted |  Sustain |
| ISA / SMO 3 | Direct |  Adopted |  Sustain |
| IESBA / SMO 4 | Direct |  Adopted |  Sustain |
| IPSAS / SMO 5 | Shared |  Adopted |  Sustain |
| I&D / SMO 6 | Direct |  Adopted |  Sustain |
| IFRS / SMO 7 | Direct |  Adopted |  Sustain |

Attestation of SMO Compliance

The **Institute of Chartered Accountants – Ghana (ICAG)** has developed an Action Plan to demonstrate how it fulfills the requirements of the SMOs (revised in 2012). The abovementioned *Governing Body* has reviewed the information contained within the SMO Action Plan and affirms that the **Institute of Chartered Accountants – Ghana (ICAG)** continues to undertake these and other relevant actions to maintain ongoing compliance and fulfillment of the membership obligations where IFAC's assessments are at *Review & Improve* and/or *Sustain*.

On behalf of the **Institute of Chartered Accountants – Ghana (ICAG)**, the *Governing Body* endorses the information contained within the SMO Action Plan as of the publication date and its publication on the IFAC website in the interests of transparency and to demonstrate our commitment to enhancing the quality and credibility of the accountancy profession worldwide.

Glossary

| | |
|------------------|---|
| APRC | Accountancy Practice Review Committee |
| CEO | Chief Executive Officer |
| CPD | Continuous Professional Development |
| EC | Examinations Committee |
| ED | Exposure Draft |
| ETC | Education and Training Committee |
| GTEC | Ghana Tertiary Education Commission |
| I & D | Investigation and Discipline |
| IAASB | International Auditing and Assurance Standards Board |
| IASB | International Accounting Standards Board |
| ICAG | Institute of Chartered Accountants, Ghana |
| ICAEW | Institute of Chartered Accountants in England and Wales |
| IES | International Education Standards |
| IESBA | International Ethics Standards Board for Accountants |
| IFAC | International Federation of Accountants |
| IFRS | International Financial Reporting Standards |
| IPSAS | International Public Sector Accounting Standards |
| IPSASB | International Public Sector Accounting Standards Board |
| ISA | International Standards on Auditing |
| ISAE | International Standards on Assurance Engagement |
| ISQC 1 | International Standards on Quality Control 1 |
| ISQM 1 | International Standards on Quality Management 1 |
| ISRE | International Standards on Review Engagement |
| ISRS | International Standards on Related Services |
| MCPD | Mandatory Continuing Professional Development |
| PASC | Public Accountancy Supervisory Committee |
| PWC | PricewaterhouseCoopers |
| QA | Quality Assurance |
| SME | Small and Medium Enterprise |
| SMO | Statement of Membership Obligation |
| TRC | Technical and Research Committee |

Action Plan Subject: SMO 1 – Quality Assurance

Action Plan Objective: Establish a Quality Assurance Monitoring system in line with the requirements of SMO 1

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|--|-----------------|---|------------------|------------------|--|
| <i>Background</i> | | | | | |
| <p>The Institute of Chartered Accountants Act, 2020, Act 1058, an act of Parliament of the Republic of Ghana establishes the Institute of Chartered Accountants as the regulator of the Accountancy Profession and practice in Ghana. Section 35 defines accountancy practice to include statutory audit and provision of professional services.</p> <p>ICAG has developed a Quality Assurance Monitoring (QAM) system which scope includes all statutory audits of public interest entities and other professional services delivered by ICAG members. ICAG (The Professional Accountancy Organisation) has also adopted the International Standard on Quality Control (ISQC) 1 as quality control standards.</p> | | | | | |
| <i>Preparing Quality Assurance Review System</i> | | | | | |
| 1. | 1 November 2008 | Announce mandatory compliance of the QA review system with SMO 1 requirements to ICAG Council Members. ICAG's QAM system meets SMO 1 requirements. | Completed | CEO | Chairman of Accountancy Practice Review Committee (APRC) |
| 2. | 1 November 2008 | Define the scope of the QA Review System in line with SMO 1, <i>Quality Assurance</i> . Quality control is addressed at three levels: the engagement level, the firm level and the member body level. | Completed | Chairman of PSEC | Chairman of APRC |
| 3. | 1 November 2008 | Update the list of practicing members and their current addresses, business locations, membership status, etc. for the purpose of the QA reviews. | Updated annually | CEO | CEO |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|---|-----------------------------|--|---|----------------------|----------------------|
| 4. | 1 November 2008 | Register all practicing firms and categorize them based on turnover, clientele base, numerical strength of partners, numerical strength of employees, etc. | Updated annually | CEO | CEO |
| 5. | 15 November 2008 | Communicate to all ICAG members in practice the Institute's intention to establish a QA review mechanism in line with SMO 1 requirements. | Completed | CEO | ICAG Staff |
| 6. | 15 November 2008 | Engage a consultant to prepare QA Review Manual . The QA Review Manual is being updated in line with provisions in the new Act 1058. | On-going | Council | QAM Staff |
| 7. | 10 January 2009 | Organize sensitization seminar to explain the scope of QA Review to all members. | Completed | CEO | Chairman of APRC |
| 8. | 10 January 2009 | Submit draft QA Review Manual to Practice Society for comments. The draft updated QA Review Manual will be shared with the Practise Society | Completed | CEO | Practice Society |
| Recruiting and Training QA Reviewers | | | | | |
| 9. | 3 January 2011 | Define Qualifications for QA reviewers in line with the requirements of SMO 1. | Completed | Council | Chairman of APRC |
| 10. | 10 January 2011 | Advertise for job vacancy for reviewers and recruit QA reviewers. | completed on March 2012 | CEO /Council OF ICAG | CEO/Council of ICAG |
| 11. | 26 TH March 2012 | Organize training for QA Reviewers. | Completed 31 st July 2013 | CEO | Large Auditing Firms |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|--|------------|---|---|----------------|--------------|
| | | ICAG sponsored the QA Reviewers to UK for some internship program with the Institute of Chartered Accountants in England and Wales (ICAEW). | Annual capacity building organised for QAM team | | ICAEW |
| <i>Implementation of the Quality Assurance Review System</i> | | | | | |
| 12. | April 2012 | <p>Organize a seminar to educate ICAG members in practice on the QA review system with particular reference to the following:</p> <ul style="list-style-type: none"> • Scope of Quality Assurance Review Program; • Quality Control Standards; • Other Quality Control Guidance; • The Design of the Quality Assurance Review Program; • Review Cycle; • Quality Assurance Review Team Procedures; • Documentation; • The Quality Assurance Review Team; • Reporting; and • Corrective and Disciplinary Actions | Completed. Being done annually | CEO | Review Team |
| 13. | March 2012 | Start the QA review process. | Ongoing | CEO/ APRC | QA Reviewers |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|---------------------------------------|----------------|---|---------------------|----------------|-----------------------------------|
| 14. | May 2012 | Started initial assessment visits. As at 31st December 2021, 387 firms have been visited | Ongoing | CEO/APRC | Quality Assurance Monitoring Team |
| 15. | October 2013 | Started full monitoring audit visits. As at 31st December 2021, we have conducted, first full monitoring visits on 303 firms and second full monitoring visits, 40 firms. | Ongoing | CEO/APRC | Quality Assurance Monitoring Team |
| 16. | 1 January 2014 | Council has decided to adopt the new IFAC Code of Ethics for Accountants issued by IESBA. The sanctioning regimes in the Bye-Laws have been incorporated in the new regulations governing the new act. This is yet to be passed by Parliament.. | By 31 December 2022 | APRC | Quality Assurance Monitoring Team |
| <i>Maintaining Ongoing Mechanisms</i> | | | | | |
| 17. | 1 January 2010 | Include courses on ISQC 1 in the annual curriculum of the Mandatory Continuous Professional Development (MCPD) programs. | Ongoing | CEO | Quality Assurance Monitoring Team |

Main Requirements of SMO 1

| Requirements | Y | N | Partially | Comments |
|---|---|---|-----------|----------------------------------|
| <p>Scope of the system</p> <p>1. At a minimum, mandatory QA reviews are required for all audits of financial statements.</p> | Y | | | This is ongoing by the QAM Team. |

| Requirements | Y | N | Partially | Comments |
|--|---|---|-----------|---|
| <p>Quality Control Standards and Other Quality Control Guidance</p> <p>2. Firms are required to implement a system of quality control in accordance with the quality control standards.</p> | Y | | | The review team reviews firms system of quality management during our visits. |
| <p>3. Most up to date versions of ISQC 1 and other relevant ISA are adopted as the quality control standards.</p> | Y | | | Currently, the QAM team is ensuring that firms document the new system of quality management 1 and 2 and implement fully. |
| <p>4. Member Body assists firms in understanding the objectives of quality control and in implementing and maintaining appropriate systems of quality control.</p> | Y | | | Currently the QAM team is ensuring that all firms document and implement the new system of quality management 1 and 2 through our review visits. The QAM team organized workshops on the new ISQM 1 and 2 and the revised ISA 220 for all practitioners. The QAM team will continue to have workshops on the new and revised standards as and when necessary to ensure that all firms understand, document and implement. The Guide to quality control for SMPs is also available on the Institute’s website. |
| <p>Review cycle</p> <p>5. A cycle-based, risk-based, or a mixed approach for selecting firms for QA review is used.</p> | Y | | | Currently, the cycle based approach is used. The risk based approach is used when necessary (based on complaints or any industry concerns) |
| <p>6. For cycle-based approach, quality control reviews are required to take place at least every six years (and every three years for audits of public interest entities).</p> | Y | | | Currently, the cycle-based approach is in use and takes place every three years for all firms. |
| <p>QA Review Team</p> | | | | All QAM staff signed independence declaration before the start of a review. |

| Requirements | Y | N | Partially | Comments |
|---|----------|----------|------------------|--|
| 7. Independence of the QA Team is assessed and documented. | Y | | | |
| 8. QA Team possesses appropriate levels of expertise. | Y | | | All QAM staff are qualified accountants with requisite experience and skills. |
| Reporting | | | | |
| 9. Documentation of evidence supporting the quality control review report is required. | Y | | | A work program is completed for each visit and supporting documentation is obtained to support our reports. |
| 10. A written report is issued upon conclusion of the QA review and provided to the firm/partner reviewed. | Y | | | A draft report is issued to reviewed firms for their responses after which a final report is issued. |
| Corrective and disciplinary actions | | | | |
| 11. Reviewed firms/partners are required to make timely adjustments to meet recommendations from the review report. | Y | | | Firms are required to submit an action plan for the recommendations issued. |
| 12. QA review system is linked to the Investigation and Discipline system. | Y | | | QAM uses an excel based work program. Firms and Practitioners recommended for sanctions are issued with warning and sanctions letters. They are given timelines to implement the sanctions issues. There is a disciplinary committee in place which all firms which fall short of quality review etc. are referred to for disciplinary action. |

| Requirements | Y | N | Partially | Comments |
|---|---|---|-----------|---|
| <p>Consideration of Public Oversight</p> <p>13. The body responsible for QA reviews cooperates with its oversight body and shares information on the functioning of the QA review system, as needed.</p> | | | | Not Applicable. Public oversight body not in place. ICAG is the regulator of the accountancy profession in Ghana. |
| <p>Regular review of implementation and effectiveness</p> <p>14. Regular reviews of implementation and effectiveness of the system are performed.</p> | Y | | | This is undertaken as part of our review process and all firms are covered as part of the three-year cyclical approach. |

Action Plan Subject: SMO 2 – International Education Standards and other guidance

Action Plan Objective: Set ICAG qualifying examinations and training programs in accordance with IESs

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|--|--------------|---|-----------------|---|-------------|
| <i>Background</i> | | | | | |
| <p>Institute of Chartered Accountants Act, 2020, Act 1058, Section 3 (c) and (d) empowers the Council of ICAG to conduct or provide for the conduct of the qualifying examination for membership of the Institute and to prescribe or approve courses of study for the accountancy profession. ICAG is therefore empowered by Law to be solely responsible for professional accountancy education in Ghana.</p> <p>Candidates for ICAG membership must complete a program of professional accountancy education, complete practical experience requirements and pass final examinations. ICAG's education system incorporates all the requirements of the International Education Standards (IES). ICAG's MCPD has been revised in line with the requirements of IES 7, <i>Continuing Professional Development</i>. The Institute, with the assistance of ICAEW, has revised the structure and content of its qualifying examinations in line with IES 2. The admission requirement into studentship is also in line with IES 1.</p> | | | | | |
| <i>Improve Entry Requirements</i> | | | | | |
| 18. | May 2010 | Revise the minimum ICAG studentship requirements to be at least equivalent to that required for admission into a recognized university degree program. | Completed | Education and Training Committee (ETC) Chairman | ETC Members |
| <i>Encourage Other Institutions Involved in Accountancy Education to Improve their Education Program</i> | | | | | |
| 19. | 1 March 2010 | Promote compliance with International Education Standards (IESs) 2, <i>Content of Professional Accounting Education Program</i> , 3, <i>Professional Skills</i> | On-Going | ETC Chairman | ETC Members |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|--|--------------|---|-----------------|---|--|
| | | <i>and General Education, 4, Professional Value, Ethics and Attitudes</i> to the Ghana Tertiary Education Commission (GTEC) These bodies respectively set education standards for Universities and Polytechnics, which deliver part of the qualifying education programs to write ICAG examination. | | | |
| 20. | January 2013 | ICAG has entered into MOUs with some Universities in Ghana to ensure that the Accountancy Courses run by such institutions are developed in line with IESs. The essence of this is to improve the quality of accountancy education in Ghana as well as promoting linkages between academic qualification in accountancy and professional accountancy qualification. https://www.ghanaweb.com/GhanaHomePage/NewsArchive/ICAG-signs-pact-with-two-universities-275250 | On-Going | CEO/ETC | |
| Enhance Quality of Qualifying Education | | | | | |
| 21. | 1 May 2015 | Revise content and structure of qualifying examinations of ICAG in line with IES 2, IES 3 and IES 4. ICAG with the support of ICAEW has taken a second review since 2019. A well-structured and well-defined content syllabus and learning materials developed by EWI and available. ICAG with support from ICAEW and funding from DFID, facilitated by IFAC, for the first time developed a system to examine students on Strategic Case Study. This consists of pre-seen material and additional information during the examination. IFAC has secured funding from GAVI and Global Fund to update the existing Syllabus and Learning Materials to | Completed | ETC and Examinations Committee Chairpersons | ETC and Examinations Committee Members |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|--|----------------|---|-----------------|--|--------------------------------------|
| | | meet current educational standards. PAFA is the implementing agency and ICAEW is the Consultant. This CB Program include the digitization of the ICAG's professional qualification. | | | |
| 22. | 1 May 2015 | <p>Review questions set at the final stage of the professional examinations so as to ensure that they solicit responses that demonstrate professional capabilities and competences, in accordance with IES 6, <i>Assessment of Professional Capabilities and Competence</i>. The questions at the professional stage of the qualifying examinations should test for application, analysis and synthesis.</p> <p>There is annual meeting between examiners and Tuition centres to take stock of the examination outcomes. A forum is created yearly for students to interact with examiners and tuition providers.</p> | On-Going | Chairman of Examinations Committee | Chief Examiners and Moderators |
| <i>Setting New Practical Experience Requirements</i> | | | | | |
| 23. | 1 January 2014 | <p>Revise the period of practical experience required by graduates of ICAG before gaining professional membership to a minimum of three years, in line with provisions of IES 5, <i>Practical Experience Requirements</i>.</p> <p>New Act and Regulations have detailed requirements for the acquisition of a Practicing License,</p> | Completed | Chairman of Admissions Committee of ICAG Council | Admissions Committee of ICAG Council |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|--|-----------------|---|-----------------|----------------------------------|------------------------------|
| 24. | 1 May 2015 | <p>Institute pre-qualification and post-qualification practice logging system (articleship) to monitor and enforce compliance with IES 5.</p> <p>Students are to provide annual returns of practical accountancy experience to the Institute as a way of monitoring their accumulated practical experience requirement for membership</p> | On-Going | ETC Chairman | E&TC Members |
| <i>Establish Mandatory Continuous Professional Development Program</i> | | | | | |
| 25. | 1 May 2008 | <p>Institute MCPD program and ensure that compliance is fulfilled before good membership status is bestowed on members of ICAG</p> <p>Compile members' earned points on MCPD and apply the fulfillment of 35 credit hours a year as condition for good membership status.</p> <p>The 35 credit hours are all verifiable. The Admissions Committee will consider revising the requirements to meet provisions in IES 7</p> | Ongoing | Chairman of Admissions Committee | Admissions Committee Members |
| <i>Incorporate IES 8 into ICAG Education Requirements</i> | | | | | |
| 26. | 1 February 2011 | Draft new knowledge and skills requirements in accordance with IES 8, <i>Competence Requirements for Audit Professionals</i> for members of ICAG who would want to obtain their audit practice license. | Completed | Director – Member Services | Admissions Committee Members |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|--------------------------------------|--------------|--|-----------------|----------------|--------------|
| 27. | 1 April 2011 | Approve the new knowledge and skills requirements to be satisfied by prospective professional auditors and communicate same to all ICAG members. | Completed | CEO | ICAG Council |
| <i>Maintaining Ongoing Mechanism</i> | | | | | |
| 28. | 1 May 2010 | ETC to continually review the training and education curricula in accordance with new and revised IESs. There is an on-going twinning arrangement with ICAEW which has seen a transformation of professional accountancy education in Ghana. Syllabus has been reviewed twice (2015 and 2019) with the help of ICAEW and Learning Materials have been developed by BPP and subsequently EWI. For the first time, Strategic Case Study exams has been introduced and ICAEW and later ICAG trained examiners yearly. Furthermore, the institute regularly conducts Train the Trainer programs and engages with universities that qualify students for entry into ICAG to ensure that their syllabus remains aligned with ICAG's curriculum and IES. ICAG runs its own examinations and provides a multitude of resources for students on its website. These include mock exams and sample papers . After passing the examinations, CA students must complete three years of practical experience | On-going | ETC Chairman | ETC Members |

Action Plan Subject: SMO 3 – International Standards, Related Practice Statements and other Papers issued by the IAASB

Action Plan Objective: Adopt all IAASB pronouncements and disseminate relevant application guides to ICAG members

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|---|----------------|--|-----------------|----------------|-----------------------------------|
| <i>Background</i> | | | | | |
| The Institute of Chartered Accountants Act, 2020, Act 1058, makes ICAG responsible for adopting auditing standards in Ghana. The professional accountancy organization has established mechanisms for adopting the International Standards on Auditing (ISAs) and the other pronouncements of the International Auditing and Assurance Standards Board (IAASB) as auditing standards. | | | | | |
| <i>Adoption of ISAs and Other IAASB Pronouncements</i> | | | | | |
| 29. | 1 January 2007 | <p>Adopt ISAs and other pronouncements of the IAASB as the framework for auditing and assurance services in Ghana.</p> <p>ICAG has adopted the Clarified ISAs and other pronouncements from the IAASB.</p> <p>The Technical and Research Committee of Council supported by the Technical and Research Department of ICAG Secretariat acts as advisers to Council in the adoption of Auditing Standards. All subsequent revisions have been adopted and incorporated into existing standards.</p> | Completed | ICAG Council | ICAG Council and Practice Society |
| 30. | 1 June 2010 | Publish and announce the adoption of the ISAs and other pronouncements of IAASB as the framework for auditing and assurance services in Ghana (by way of public announcement and website publication). | Completed | ICAG Council | ICAG Council |
| <i>Assist ICAG Members with the Implementation of ISAs, ISQC 1, ISRE, ISAEs and ISRSs</i> | | | | | |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|-----|----------------|--|-----------------|---|--|
| 31. | 1 January 2007 | Organize seminars to explain the contents and application of ISAs, ISQC 1, International Standards on Review Engagement (ISREs), International Standards on Assurance Engagement (ISAEs), and International Standards on Related Services (ISRSs) to members in professional audit practice. | On-going | CEO/Director, QAM | Senior Managers and Partners of Auditing Firms |
| 32. | 1 January 2007 | Communicate to ICAG Members any amendments, revisions, and additions to the ISAs and other IAASB pronouncements via e-mails and in recent times through WhatsApp platforms. Weekly Financial News and Monthly Newsletter are given to members and the information provided includes current updates. | On-going | CEO/Director, Technical and Research | Practice Society |
| 33. | 1 January 2007 | Promote inclusion of courses on ISAs and other IAASB Pronouncements in the Auditing Syllabus of Universities and Polytechnics in Ghana by seeking collaboration with GTEC. Recent engagement with GTEC has resulted in it agreeing to have a member of ICAG sit on their Accreditation Committee. ICAG has presented a proposal to train GTEC accountants in their enabling act and other regulations. | On-going | ETC Chairman | ETC Members |
| 34. | 1 January 2007 | <p>Include in extant, ISAs and all pronouncements of IAASB in the auditing syllabus of ICAG qualifying examinations.</p> <p>Include courses on ISAs and other IAASB pronouncements in the MCPD programs.</p> <p>The revised syllabus and learning materials developed in collaboration with ICAEW, DFID and IFAC have been updated with recent IAASB and INTOSAI pronouncements. On-going update of the Syllabus and the Learning Materials would further update the Audit and Assurance module.</p> | On-going | ETC Chairman and Examination Committee Chairman | ETC and Examinations Committee Members |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|---|-------------------|--|------------------------|-----------------------|--|
| 35. | 11 June 2008 | Organize MCPD programs on the “Guide to Using ISAs on the Audit of SMEs” developed by the IFAC Small- and Medium-Practices (SMP) Committee. | On-going | CEO/Director, QAM | Senior Managers and Partners of Auditing Firms |
| <i>Monitor Compliance with Auditing Standards</i> | | | | | |
| 36. | 1 August 2010 | Monitor ICAG members audit practice through the QAM review system developed by the Institute to ensure they respect the ISAs and other IAASB Pronouncements in the course of their activities. | On-going | Chairman of APRC | Quality Assurance Reviewers |
| <i>Maintaining Ongoing Processes</i> | | | | | |
| 37. | 1 June 2010 | <p>Provide comments on IAASB Discussion Papers and Exposure Drafts (EDs) on a regular basis on new and revised ISAs and other pronouncements.</p> <p>Monitor the standard setting activities of the IAASB to ensure that ICAG adopts new and revised standards.</p> <p>Obtain copies of all new or revised standards and make them available to members.</p> | On-going | PSEC/TRC | Practice Society |

Action Plan Subject: SMO 4 – Code of Ethics for Professional Accountants Issued by IESBA

Action Plan Objective: Adopt and support implementation of the IESBA Code of Ethics

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|---|---------------|--|-----------------|--------------------|--------------------------------|
| <i>Background</i> | | | | | |
| The Institute of Chartered Accountants Act, 2020, Act 1058, Section 33 makes ICAG responsible for adopting ethical requirements for its members. ICAG's adoption process automatically switches to any revised version of the Code of Ethics of the International Ethics Standards Board for Accountants (IESBA) and seminars are organized for members on revised aspects of the version of the Code. The professional accountancy organization has also developed training activities to further assist its members with the implementation of the standards. | | | | | |
| <i>Adopting the Revised IESBA Code of Ethics</i> | | | | | |
| 38. | 1 August 2021 | Adopt the revised IESBA Code of Ethics and make its requirements compulsory for all members and member firms. | Completed | ICAG Council | Disciplinary Committee Members |
| 39. | 1 August 2009 | Provide copies of the Code of Ethics to members or indicate to members where soft copies of the revised code can be obtained. All new members are given a copy of the IEBSA Code of Ethics book and they go through a course on ethics as part of their Induction programme. ICAG has demonstrated commitment to Code of Ethics by disciplining members and students who fall below ethical standards. The Council on 4th April, 2016 revoked the membership of a member who impersonated a student and wrote his exams. The student's membership has also been revoked. ICAG has set up a Legal Unit to handle the increasing cases of complaints received from the public. | On-going | CEO / ICAG Council | Disciplinary Committee Members |
| <i>Assisting ICAG Members with the Implementation of the Code</i> | | | | | |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|--------------------------------------|-------------------|---|------------------------|---------------------------------------|--------------------------------|
| 40. | 1 September 2009 | Organize MCPD programs on Ethics for members. New members go through a mandatory ethics training. | On-going | CEO | Disciplinary Committee Members |
| <i>Maintaining Ongoing Processes</i> | | | | | |
| 41. | Ongoing | Provide comments on EDs published by the IESBA relating to revision/amendments of the Code of Ethics. | On-going | Chairman Disciplinary Committee | Disciplinary Committee Members |

Action Plan Subject: SMO 5 – International Public Sector Accounting Standards

Action Plan Objective: Accelerate the process of adopting IPSAS as the financial reporting framework for the public sector

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|---|----------------|--|-----------------|--|--|
| <i>Background</i> | | | | | |
| The Institute of Chartered Accountants Act, 2020, Act 1058 makes ICAG responsible for adopting public sector accounting standards in Ghana and has adopted International Public Sector Accounting Standards (IPSAS) as the financial reporting framework for public sector entities. Ministry of Finance is responsible for implementing IPSAS. | | | | | |
| <i>Adopting IPSAS as the Public Sector Accounting Standards in Ghana</i> | | | | | |
| 42. | 1 January 2009 | Engage stakeholders in public sector financial reporting (Controller and Accountant General, Ghana Audit Service, Ministry of Finance, Internal Audit Agency) and reach an agreement on the need to adopt IPSAS as the public sector accounting standards for public sector entities in Ghana. | Completed | ICAG Council / Accounting Standards and Advisory Committee (TRC) | TRC Members |
| 43. | 1 January 2009 | Organize “Train the Trainers” seminar for potential facilitators of IPSAS adoption. The facilitators are members of the Institute who occupy senior management positions in the public sector. | Completed | CEO / ICAG Council | Experts from South Africa Institute of Chartered Accountants –South Africa (SAICA) |
| 44. | 1 January 2009 | Acquire copies of bound volumes of IPSAS from the International Public Sector Accounting Standards Board (IPSASB) to be distributed to members. | Completed | CEO / ICAG Council | CEO |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|---|----------------|--|-----------------|--|---|
| 45. | 1 January 2009 | Constitute IPSAS Implementation Task Force to establish the adoption process in Ghana. | Completed | Chairman, Technical and Research Committee of ICAG Council | Members of Technical and Research Committee |
| 46. | 1 June 2010 | Provide comments on IPSASB Discussion Papers and EDs (on a regular basis) on new and revised IPSASs and other pronouncements. | On-going | Chairman, TRC | Trained Facilitators |
| 47. | 1 January 2014 | Constituted IPSAS Adoption Working Group to prepare a the strategic document to guide IPSAS adoption in Ghana | Completed | Chairman, TRC | IPSAS Specialist |
| 48. | October 2014 | Official adoption of IPSAS as the public sector financial reporting framework in Ghana. | Completed | ICAG Council | IPSAS Specialist |
| <i>Supporting and Maintaining the Implementation of IPSAS</i> | | | | | |
| 49. | May 2015 | <p>Include in extant, IPSASs and all pronouncements of IPSASB in the public sector accounting syllabus of ICAG qualifying examinations.</p> <p>ICAG has undertaken the following actions in support of IPSAS implementation beginning in 2019 to 2023:</p> <ul style="list-style-type: none"> • The development and roll out of IPSAS certification program and activities involved. ICAG has trained 5,000 Public Sector Accountants in IPSAS; | On-going | ETC Chairman and Examination Committee Chairman | ETC and Examinations Committee |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|-----|-------------|--|-----------------|----------------|----------------------|
| | | <ul style="list-style-type: none"> • The development and roll out of IPSAS based CPDs and training sessions; • The provision of learning resources on IPSAS through PwC IPSAS in a Box application; • The provision of quality assurance support to the team of Consultants engaged by the Controller and Accountant General (CAG) to work on IPSAS adoption and implementation; • The provision of monitoring and evaluation support to the CAG to ensure that risks that are likely to derail successful implementation of IPSAS, independently identified by ICAG are brought to the attention of the CAG; and. • The provision of advocacy on the benefits of IPSAS adoption and implementation to civil society organizations, donors and the general Ghanaian public and the activities involved. | | | |
| 50. | 1 July 2010 | <p>Organize seminars to explain the requirements and use of IPSASs to members.</p> <p>Accrual based IPSAS implementation has started. The year 2023 will be the Government of Ghana's first IPSAS compliant Financial Statements.</p> | On-going | CEO | Trained Facilitators |
| 51. | 1 July 2010 | Communicate to members any amendment, revision, and additions to IPSASs and other IPSASB pronouncements. | On-going | CEO | Trained Facilitators |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|----------|-------------------|--|------------------------|-----------------------|-----------------|
| 52. | 3 January 2011 | Promote inclusion of IPSASs and other IPSASB Pronouncements in the Public Sector Accounting Syllabus of Universities and Polytechnics in Ghana by seeking collaboration with GTEC. This body set education standards for universities and polytechnics. Universities and Polytechnics provide part of the professional accountancy education programs for ICAG students. | On-going | E&TC Chairman | ETC Members |

Action Plan Subject: SMO 6 – Investigation and Discipline

Action Plan Objective: Develop enhanced investigation and disciplinary mechanisms

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|---|------------------|---|-----------------|------------------------|--------------------------------|
| <i>Background</i> | | | | | |
| ICAG has established mechanisms for Investigating and Disciplining (I&D) ICAG members for breach of the rules and other professional standards. ICAG has reviewed these mechanisms and developed activities to ensure that the public and its members are aware that the revised I&D mechanisms exist so that issues they wish to raise may be forwarded to the Disciplinary Committee. | | | | | |
| <i>Raising Awareness of the Investigation and Disciplinary Mechanisms</i> | | | | | |
| 53. | 1 September 2009 | Institute disciplinary procedures for non-compliance with ICAG Code of Ethics. Disciplinary sanctions may include the following: <ul style="list-style-type: none"> • Admonishments, censures or reprimands; • Fines; • Suspension from membership; and • Expulsion from membership | Completed | ICAG Council | Disciplinary Committee Members |
| 54. | 1 July 2010 | Hold seminars to raise members' awareness of Revised mechanisms for investigating and disciplining ICAG members for breach of the rules. | On-going | CEO / Council | Disciplinary Committee Members |
| 55. | 1 July 2010 | Provide information and guidance notes to members about I&D processes. | Completed | CEO / Chairman PSEC | Disciplinary Committee Members |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|--------------------------------------|-----------------|---|-----------------|---------------------------|----------------------|
| 56. | 1 July 2010 | Disseminate information on appeal procedures via ICAG Members Journal and other publications. | Completed | CEO / Chairman PSEC | Disciplinary Members |
| 57. | 3 January 2011 | Institute of Chartered Accountants Act, 2020, Act 1058 (Third Schedule) has set up a largely non-members Disciplinary Committee. The yet to be passed regulations governing the act will give legal backing to the sanctioning regime. A standing Investigation Committee with the powers to co-opt experts has been formed by Council to investigate complaints before it gets to the Disciplinary Committee. | Completed | CEO / Chairman PSEC | Disciplinary Members |
| <i>Maintaining Ongoing Processes</i> | | | | | |
| 58. | 15 January 2011 | Evaluate independence of panel members to ensure objectivity. | On-going | CEO / Council | Legal Unit |
| 59. | 15 January 2011 | Establish and operate tracking mechanisms for all cases to prevent undue delay. 22 complaints have been handled and 14 disposed of so far. The remainder needs time to handle. ICAG has set up a Legal Unit to handle increasing cases of complaints from the public. The Council on 4th April, 2016 revoked the membership of a member who impersonated a student and wrote his exams. The student's membership has also been revoked. | On-going | CEO / Council | Legal Unit |
| 60. | 15 January 2011 | Maintain records of cases and publish cases where necessary. | On-going | CEO /Council | Legal Unit |

Main Requirements of SMO 6

| Requirements | Y | N | Partially | Comments |
|---|---|---|-----------|--|
| <p>Scope of the system</p> <p>1. A system of investigation, discipline and appeals exists for the accountancy profession. The system is operational.</p> | Y | | | 22 complaints have been handled and 14 disposed of so far. The remainder needs time to handle. ICAG has set up a Legal Unit to handle increasing cases of complaints from the public. Institute of Chartered Accountants Act, 2020, Act 1058 (Third Schedule) has set up a largely non-members Disciplinary Committee. The yet to be passed regulations governing the act will give legal backing to the sanctioning regime. |
| <p>2. Information about the types of misconduct which may bring about investigative actions is publicly available.</p> | Y | | | Public pronouncements of Council members have raised awareness among the general public on the need to report unprofessional conduct of members. The yet to be passed regulations governing the act will give legal backing to the sanctioning regime. |
| <p>Initiation of Proceedings</p> <p>3. Both “complaints-based” and “information-based” approach are adopted.</p> | Y | | | |
| <p>4. Link with the results of QA reviews has been established.</p> | Y | | | Director of QAM is attends meetings of APRC and provides regular reports to the committee |
| <p>Investigative process</p> <p>5. A committee or similar body exists for performing investigations.</p> | Y | | | Council has set up an investigative body with powers to co-opt experts. This serves as an investigative body. They are the APRC and PASC. Findings from the QAM monitoring reviews are investigated by the APRC and general membership complaints are investigated by the PASC. |

| | | | | |
|---|---|--|--|---|
| 6. Members of a committee are independent of the subject of the investigation and other related parties. | Y | | | Chartered Accountants Act, 2020, Act 1058 Sections 7 and 8 details disclosure of interest and conflict of interest and these are complied with. |
| Disciplinary process 7. A separate disciplinary committee/entity exists to make disciplinary decisions on referrals from the investigation committee. | Y | | | Institute of Chartered Accountants Act, 2020, Act 1058 (Third Schedule) has set up a largely non-members Disciplinary Committee. The yet to be passed regulations governing the act will give legal backing to the sanctioning regime. Council has set up investigative bodies (APRC and PASC) with powers to co-opt experts. This serves as an investigative body. |
| 8. Members of the committee/entity include professional accountants as well as non-accountants. | Y | | | Institute of Chartered Accountants Act, 2020, Act 1058 (Third Schedule) has set up a largely non-members Disciplinary Committee |
| 9. The tribunal exhibits independence of the subject of the investigation and other related parties. | Y | | | |
| Sanctions 10. The disciplinary system allows imposing an extensive range of penalties. It is particularly important to include (a) loss of professional designation; (b) restriction and removal of practicing rights; and (c) exclusion from membership. | Y | | | |
| Rights of representation and appeal 11. A third appeals body exists which is separate from both the disciplinary committee and investigative committee. | Y | | | The yet to be passed regulations governing the act will give legal backing to the sanctioning regime details the process of appeal. Institute of Chartered Accountants, Ghana Act, 2020, Act 1058, Section 26 provides for an aggrieved party to appeal to the High court of Ghana. |

| | | | | | |
|---|---|--|--|--|--|
| Administrative Processes | | | | | |
| 12. Timeframe targets for disposal of all cases are set. | Y | | | | The Institute of Chartered Accountants Act, 2020, Act 1058 (Third Schedule) sets 30 days limit for the report of a Disciplinary Committee to be ready, |
| 13. Tracking mechanisms to monitor progress in investigation and discipline and related procedures are established. | Y | | | | The DC is given a timeline in their letter of appointment |
| 14. Records of investigations and disciplinary processes are established. | Y | | | | |
| Public Interest Considerations | | | | | |
| 15. Activities are supported to ensure that the public is aware that an investigative and disciplinary system exists in the jurisdiction. | Y | | | | Public pronouncements of Council members have raised awareness among the general public on the need to report unprofessional conduct of members. |
| 16. A process for the independent review of complaints on which there was no follow-up is established. | Y | | | | Legal advice is always sought before decision is made. A Legal Unit has been set up by ICAG. This Unit is made up of 2 Lawyers |
| 17. The results of the investigative and disciplinary proceedings are made available to the public. | Y | | | | The decisions of the Disciplinary Committee is published in the members and students journals. These journals are uploaded on the website. The sanctions imposed on Auditors of banks placed under receivership by the regulator was published in both print media and digital media. The cases of students sanctioned for engaging in examinations malpractices were published in the 2022 Students Journal |

| | | | | |
|--|-----------------|--|--|---|
| <p>Liaison with Outside Bodies</p> <p>18. There is an appropriate process for liaison with outside bodies on possible involvement in serious crimes and offences.</p> | <p>Y</p> | | | <p>Legal advice is always sought before decision is made. Legal Unit has been set up by ICAG. This Unit is made up of 2 Lawyers. ICAG collaborates with agencies in charge with investigating economic crimes, eg, Economic and Organised Crime Office (EOCO) and the Ghana Police</p> |
| <p>Regular review of implementation and effectiveness</p> <p>19. Regular review of implementation and effectiveness of the system are performed and corrective actions are implemented.</p> | <p>Y</p> | | | <p>The Quality Assurance Monitoring (QAM) of ICAG reports to the APRC, a sub-committee of Council. APRC in turn reports to Council. QAM is expected to update Council quarterly through Management of ICAG and update APRC quarterly on its activities. APRC updates Council quarterly on policy reforms needed and disciplinary actions to be taken.</p> |

Action Plan Subject: SMO 7 – International Financial Reporting Standards

Action Plan Objective: Adopt the IFRS for SMEs and monitor compliance with IFRS

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|--|----------------|--|--|--------------------|-----------------------------------|
| <i>Background</i> | | | | | |
| <p>The Companies Act, 2019, Act 992, Section 127 (5b) requires that companies in Ghana should prepare their financial statements in compliance with the internationally recognised financial reporting standards approved or adopted by ICAG. ICAG, in collaboration with other Regulatory Bodies (Bank of Ghana, National Insurance Commission, Securities and Exchange Commission and State Enterprises Commission) has, since January 2007, adopted International Financial Reporting Standards (IFRS) as the financial reporting framework for all listed entities, banks, insurance companies and state own enterprises. In addition, ICAG has adopted the IFRS for Small and Medium Enterprises (SMEs) for SMEs. https://www.icagh.com/index.php/about-us/archives/the-news/868-adoption-of-international-financial-reporting-standards-ifs-for-small-and-medium-sized-entities-smes</p> <p>ICAG, issued a directive on compliance with ISA 701 in April 2017. The Institute took the view that the requirement to communicate key audit matters should not just be limited to listed entities but extended to other entities that may be of significant public interest. The Institute therefore invited all relevant regulators to discuss and conclude on the time frame for audit reports of the financial statements of all Public Interest Entities (PIEs) to comply with ISA 701 and the definition for and list of PIEs that are required to comply with ISA. ICAG is working with relevant industry regulators defined PIEs for the purposes of complying with ISA 701.</p> | | | | | |
| <i>Adoption of the IFRS for SMEs</i> | | | | | |
| 61. | 1 January 2007 | Provide comments on the International Accounting Standards Board (IASB) Discussion Papers and EDs (on a regular basis) on new and revised IFRSs. | Ongoing – At least 4 EDs are commented on every year since 2014. | Chairman of TRC | Practice Society |
| 62. | 1 August 2010 | Hold seminar to raise awareness about the need to adopt the IFRS for SMEs. | Completed | CEO / Chairman TRC | Experts from the Accounting Firms |
| 63. | 1 August 2010 | Distribute copies of the IFRS for SMEs to members. | Completed | CEO / Chairman TRC | Experts from the Accounting Firms |

| # | Start Date | Actions | Completion Date | Responsibility | Resource |
|---|------------------|--|-----------------|---------------------|-----------------------------------|
| 64. | January 2012 | Official announcement of adoption of IFRS for SMEs as the financial reporting framework for SMEs. | Completed | CEO / Council | Experts from the Accounting Firms |
| <i>Assist ICAG Members with the Implementation of the Standards</i> | | | | | |
| 65. | 1 September 2010 | Organize seminars and MCPD courses to educate members and other users on the contents and application of the IFRS, including the IFRS for SMEs. | On-going | CEO/Chairman ETC | Experts from the Accounting Firms |
| <i>Monitoring IFRS Adoption</i> | | | | | |
| 66. | 1 January 2008 | Examine financial statements presented by the entities to assess the extent of compliance. | On-going | APRC/QAM | QAM |
| 67. | 1 March 2011 | Constitute teams to monitor compliance. Teams consisting of preparers, users and auditors of financial statements are created to suite specific industrial practices. Such teams would undertake on-site inspection and monitoring processes and necessary technical advice to ensure successful implementation of the standards. This has been dormant for the last two years. We are committed to revive the peer review to ensure compliance with the standards. | On-going | CEO /Council | Experts from the Accounting Firms |