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Professional Development Alert
2020/04 – CA2025 ‘Pathways to Relevance’



THIS DOCUMENT IS FOR INFORMATION PURPOSES

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1. WHAT IS CA2025?

There have been significant changes in the world around us and Chartered Accountants need to keep abreast of these changes in order to remain relevant.

The starting point is understanding which competencies are critical in future and understanding the extent to which these competencies will augment your role based on technology trends. This is reflected in the CA2025 Competency framework which defines what an entry-level chartered accountant should be able to do as the base preparation for the roles they are likely to fill in the future. In developing this framework, extensive research was analysed into how technology will impact the CA of the future, taking into account the critical competencies predictive of performance within specific career paths and at various stages of career progression.

This project is known as “CA2025”, representing aspects that are looking at the future roles CA’s(NAM) might hold, define what competencies these roles require and to ensure that at both the pre-and post-qualification stages that such competencies (knowledge, skills and attributes) can be acquired and developed. The “2025” merely represents a point in the future and not a fixed point in time as we will have to continue to evolve as the world around us changes beyond the year 2025.

2. WHAT IS THE PATHWAY TO RELEVANCE?

Pathways to Relevance defines the post qualification roles and competence requirements which can be used as a guideline when self-reflecting during life-long learning. Pathways to Relevance is aimed at assisting members to prepare for their roles as these evolve (or completely change) in the future.

3. WHAT IS THE AIM OF THE CA2025 PROJECT?

The aim of this project is to inform changes to the academic programme, examinations, training programme and post-qualification period:

- Define competencies for different roles and different levels post qualifying as a CA(NAM).
- Inform the content and nature of ICAN offerings as they relate to the development of these competencies for these different roles.

4. DEFINING A CHARTERED ACCOUNTANT

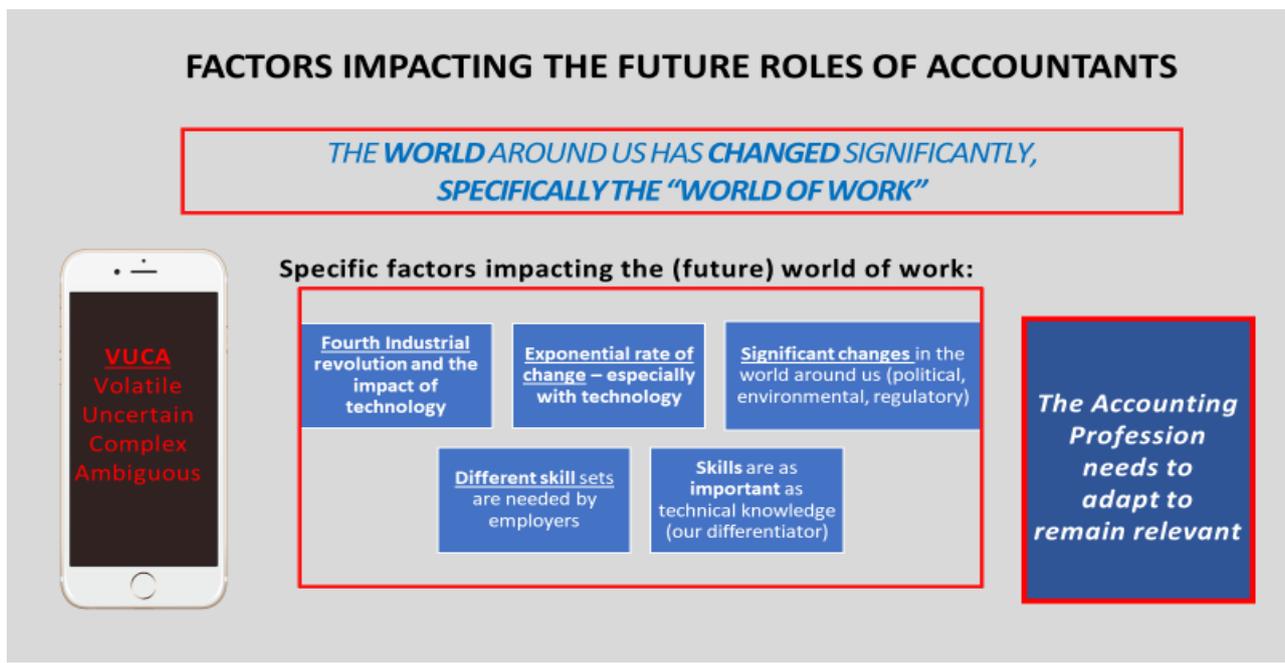
For the purpose of the post qualification competency framework, CA’s are described as professionals who are:

“Responsible leaders who behave ethically and create sustainable value for a wide range of stakeholders within an organization”.

As responsible leaders who behave ethically and create sustainable value for a wide range of stakeholders within an organisation, CA’s use:

“Integrated thinking to interpret, analyse and evaluate financial and non-financial information. This enables them to influence others, and together, make impactful decisions, thereby contributing meaningfully to society”.

5. FACTORS IMPACTING THE FUTURE ROLES OF ACCOUNTANTS



Other trends impacting the future roles of Accountants

- Changing nature of work (flexibility)
- Future generation needs and expectations about the workplace
- Innovation as a disruptor
- Longevity and aging societies
- Geopolitical
- Climate change and reducing natural resources
- Urbanisation
- Shift in industries
- Competition from other professions (outside of accounting)

6. IMPACT ON THE ACADEMIC PROGRAMME

The CA2025 project requires assessment of the Competency Framework for the Academic Programme, which includes:

1. Academic competency framework
 - What competencies need to be developed in the academic programme (knowledge and skills).
 - Which competencies are to be assessed in the academic programme with specific guidance for the assessment of the professional skills and enabling competencies.
 - Proficiency levels.
 - Guidance related to teaching and learning.
 - Guidance related to assessment in the academic programme.
 - Guidance related to upskilling of academics.
 - Expectation of the training programme.
2. Updated monitoring and accreditation criteria.
3. Upskilling of/ and engagement with academics through regular interaction and workshops.

7. IMPACT ON THE PAAB TRAINING PROGRAMME

The impact of CA2025 on the training programme will be assessed and managed by the Public Accountants' and Auditors' Board (PAAB), the custodian of the training programme in Namibia.

8. IMPACT ON EXAMINATIONS: INITIAL TEST OF COMPETENCE (ITC)

CA2025 requires different forms of assessment to determine the objective of the ITC as a standard setting examination, what alternative forms of assessment could be used for ITC and recommendations as to what changes should be made to the ITC to meet its objective. The role of the ITC examination, the competencies that will be assessed and the format of the ITC will be guided by CA2025.

9. IMPACT ON EXAMINATIONS: ASSESSMENT OF PROFESSIONAL COMPETENCE (APC)

The content of the current APC examination already considers critical competencies predictive of performance expected by Chartered Accountants. Consideration for a revised nature and format of the APC examination will be assessed at a later stage in the CA2025 process.

10. INTRODUCTION TO THE POST QUALIFICATION COMPETENCY FRAMEWORK

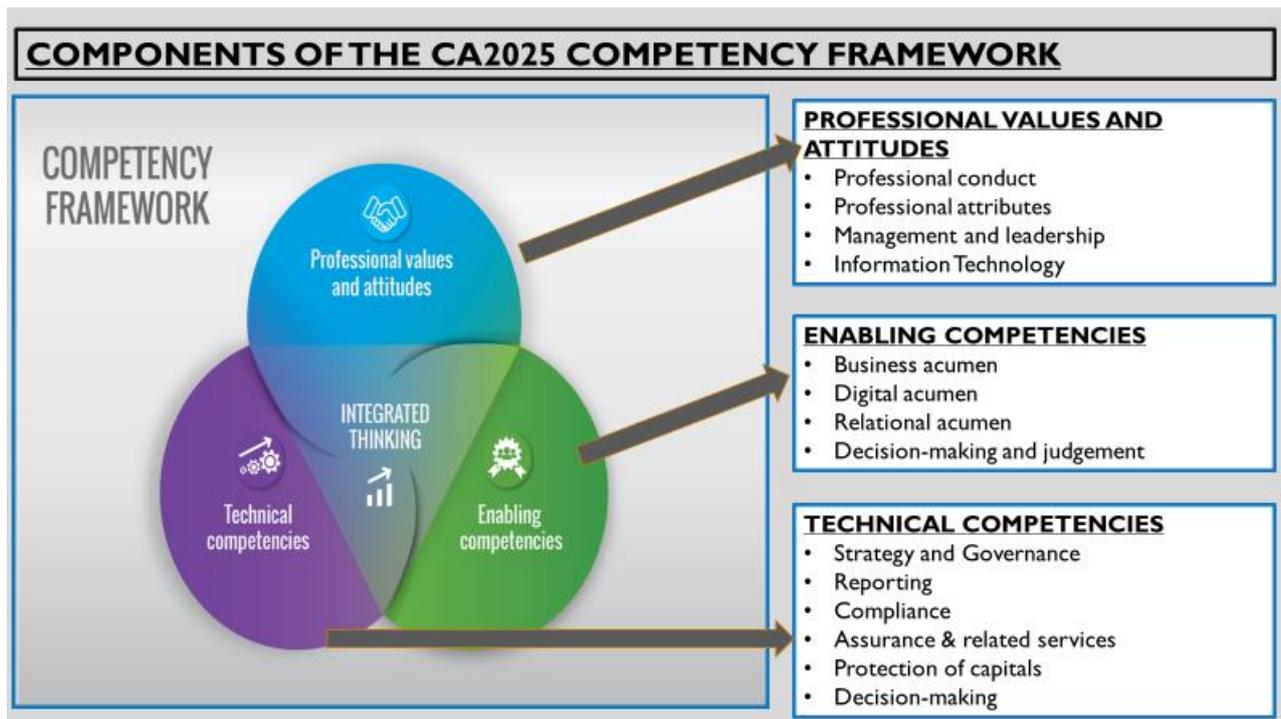
Chartered Accountants (CA's) are professionals who, having completed a rigorous qualification process (i.e. having completed the required education, training, professional and assessment programmes and being eligible to register as a member of the Institute of Chartered Accountants of Namibia in order to use the CA (NAM) designation, fill a diverse range of roles in the economy.

The roles of Chartered Accountants are changing as we encounter the digitisation, exponential changes in technology and the advent of what is commonly known as the Fourth Industrial Revolution.

A CA's professional competence therefore extends beyond specific accounting technical expertise includes development of competencies that include those attributable to responsible leadership and sustainable value creation. Professional competencies continue to be refined and proficiency levels increased to support the wide variety of roles taken up by the CA, over the span of their career. It will become more common that CA's will change roles five or more times during their working careers. This requires that CA's, as lifelong learners, undertake relevant continuing professional development (CPD) activities and intervention to ensure that they maintain and develop the competencies required to continue to perform their roles competently.

This future-focused competency framework identifies and describes the professional competencies (an integration between (1) professional values and attitudes, (2) enabling competencies and (3) technical competencies in the value creation process) that a CA should demonstrate for different roles over the life cycle of their career.

10. INTRODUCTION TO THE POST QUALIFICATION COMPETENCY FRAMEWORK (continued)



This framework serves as a starting point for CA's, employers and the public to enable a clear understanding of the professional competencies the Chartered Accountant has command of within their career path and thus provides a tool to guide continuous professional development. Further, this framework introduces a future focused view of the competencies required within a selected number of different career paths.

11. CONTEXT TO THE POST QUALIFICATION COMPETENCY FRAMEWORK

The ability to adapt to change (which is happening at an unprecedented rate) is arguably one of the most important attributes that CA's(NAM) will need in our digital age.

In January 2016, the founder and executive of the World Economic Forum, Klaus Schwab, said that we are entering a fourth industrial revolution; characterised by new technologies that will fundamentally alter the way in which we live, work and relate to one another. He added that technological advances such as artificial intelligence, robotics, the Internet of Things, biotechnology and quantum computing, among others, could transform every industry in every country.

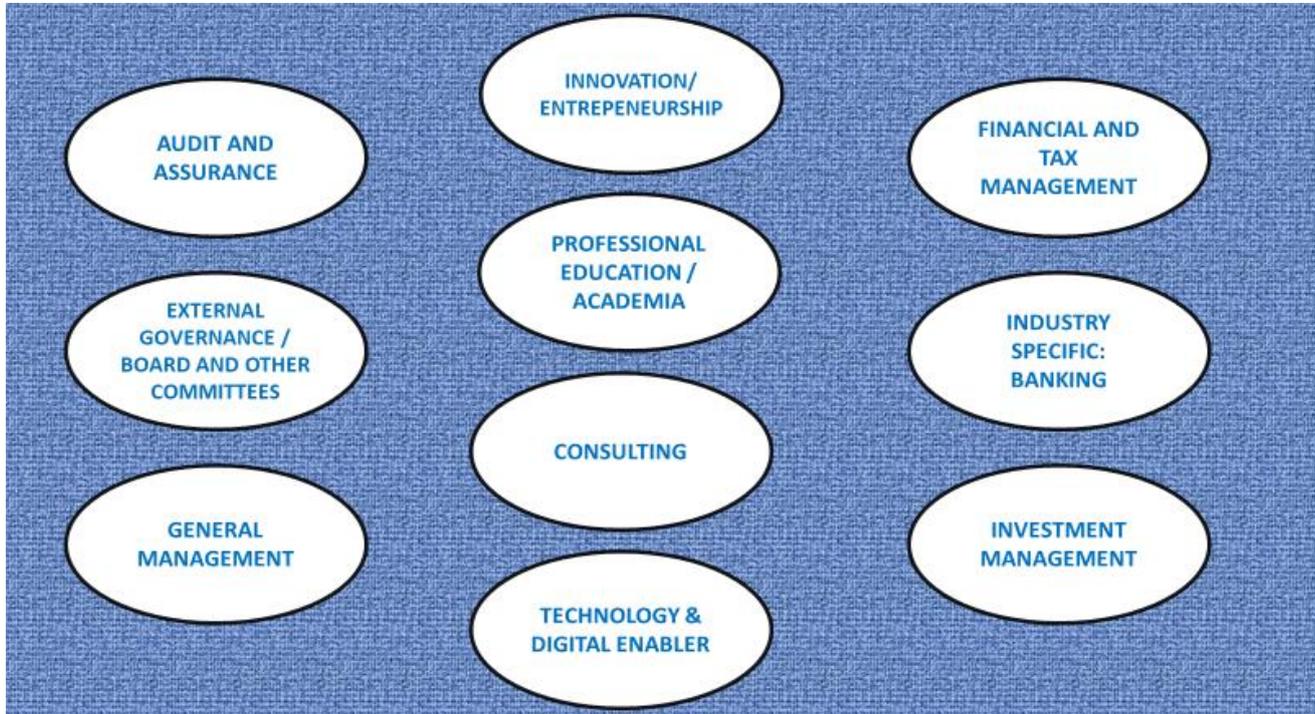
“The World Economic Forum to keep abreast of the Fourth Industrial Revolution future trends”

The CA(NAM) 2025 Post Qualifications Competency Framework, now known as the 'Pathways to Relevance' is the Institute's response to these changes.

This competency framework was also developed to better align competence of CA's with the escalating complexity in the business environment, globalisation, digital disruption, and increased stakeholder demands, and to restore the public's trust in the CA profession. Thus providing a future focused view into the Career paths and associated competencies required to remain relevant beyond 2025. As such, this framework defines the knowledge, skills, and attributes needed for CA's(NAM) within their specialist career paths, of which 10 have been identified. Each career path will have its own set of competencies and denote the required level of proficiency needed to perform the role at level effectively.

12. CA2025 CAREER PATHS IDENTIFIED

10 Career Paths have been identified. These include finance and accounting experts, specialists, and other business experts that work within and outside the finance function. Each Career Path has been defined by a future view to the potential roles and competencies that enable performance in the future.



Audit and Assurance

Machine risk audit, Environmental and social impact auditor, Artificial Intelligence auditor.

External governance, Board, and other committees

Environmental and social impact Committee member, Diversity and Exclusivity Committee member.

General Management

Virtual team member, Head of Diversity and Inclusiveness, Chief Purpose Planner, Head of Business Behaviour.

Innovation and Entrepreneurship

Artificial Intelligence and Robotic solutions.

Professional Education / Academia

Education of Artificial Intelligence Solutions

Consulting

Environmental Consultants, Head of Machine Personality Design, Vertical Farm Consultant

Technology / Digital Enabler

Machine learning data tagging analyst, Cyber calamity foreCA'ster

Financial and Tax Management

Environmental and Social Impact Accounting

Industry specific: Banking

Subscription management specialist

Investment Management

Carbon credit trader, digital currency trader, impact analyst

13. CONCLUSION

CA2025 will play a critical role in informing relevant learning and development opportunities for different roles and levels of CA's(NAM).

We live and work in a VUCA world – **V**olatile; **U**ncertain; **C**omplex and **A**mbiguous. In a world of exponential and continuous change, it has become more critical than ever to ensure that accountants remain relevant in the roles they perform. As technology continues to improve and is more and more prevalent to everything that accountants do, so this creates both challenges and opportunities for current and future members of ICAN.

For more information about CA2025 please contact fenni@ca-nam.com



Fenni Nghikevali CA (NAM)

Professional Development Executive