

1957

**Confederation of Asian and Pacific Accountants**

2017

**Sixty Years...**  
**...and counting**

**CAPA**  
Confederation of Asian and Pacific Accountants



1957 - 2017

**INSPIRING THE FUTURE**

## FOREWORD



It is our privilege to serve as president and chief executive during CAPA's 60<sup>th</sup> anniversary year – a significant birthday in anyone's book, but particularly so in Asia, where the Chinese calendar completes its full cycle every 60 years.

We find this a fitting occasion to look back at our roots, to a time when Asia was emerging from war and occupation, and to trace our steps towards today's political and economic challenges.

If you ask the public about accountants, you will hear words like 'money', 'numbers' and 'spreadsheets'. Ask organisations about accountants and you will hear words like 'tax', 'business' and 'audit'. Both are right, but these words tell only a fraction of the story. Fundamentally, we believe the accountancy profession is about people. The story of CAPA is therefore the story of people – people with vision and insight, people with commitment and people who have cooperated across so many sectors and geographies over the years. In fact, CAPA has always been committed to cooperation with others, across Asia Pacific and beyond, working with fellow professionals nationally, regionally and globally. It has worked with governments, standard setters, fellow accountants and educators – indeed with all those who recognise and value the profession.

In 1957, the Philippine Institute of Accountants initiated and sponsored the First Far East Conference of Accountants, tapping into a zeitgeist of post-war recovery and cooperation. As countries and regions emerged from the devastation of war and occupation, they sought to establish



themselves politically, economically and culturally. The organisers were in good company, for, elsewhere in the world, 1949 had seen the first Inter-American Accounting Conference and 1951 the birth of the Union Européenne des Experts-comptables Economique et Financiers.

Fifteen countries were represented at this First Far East Conference. Fast-forward sixty years, and CAPA comprises 32 member bodies from 23 countries, representing 1.6 million accountants (from a total of 2.9 million recognised globally).

From then until now, CAPA has been committed to supporting its member bodies, the professional accountancy organisations (PAOs) which play such a vital role in building strong and sustainable financial and business infrastructure.

We congratulate those who established CAPA on their foresight and thank all those who have committed, and continue to commit, so much time, energy and expertise to building CAPA into the capable and respected regional organisation that it is today. It is in their honour that this book is published as a celebration of the first sixty years of CAPA. We are confident that those who first inspired CAPA would be proud of the achievements so far and the ambitions for the future.

The history of CAPA has never before been formally documented, and we would like to thank the researcher and writer, assisted by the CAPA Secretariat, for reviewing the various meeting minutes, newsletters and conference papers to piece it together. In addition, in the preparation of this book, CAPA has received many contributions and messages from individuals and organisations that have played a part in its history. This includes past CAPA presidents, the International Federation of Accountants, other groupings of accountancy organisations, the independent standard-setting bodies and development partners, as well as members who searched their archives to provide relevant materials. All of these contributions are truly appreciated.

We note that the materials for some years were sparse or unavailable and, accordingly, we regret there may be some important omissions. Similarly, the materials may not always tell the full story – what was happening behind the scenes or what people were thinking. Accordingly, we recognise that to some extent this story of CAPA is only an interpretation of events. To the extent that new information comes to light, later editions will incorporate those findings.

Meanwhile, enjoy the read.

**Jackie Poirier**  
*President, 2015 – 2017*

**Brian Blood**  
*Chief Executive*

## SETTING THE SCENE...



<b>1944</b>	<ul style="list-style-type: none"> <li>• The Bretton Woods Conference is held</li> <li>• International Bank for Reconstruction and Development (IBRD) is established</li> <li>• International Monetary Fund (IMF) is created</li> </ul>
<b>1945</b>	<ul style="list-style-type: none"> <li>• World War II ends</li> <li>• United Nations is founded</li> <li>• Indonesia gains independence</li> <li>• Chinese Taiwan and Korea emerge from Japanese rule</li> <li>• Vietnam gains independence</li> </ul>
<b>1946</b>	<ul style="list-style-type: none"> <li>• The Philippines gains independence</li> </ul>
<b>1947</b>	<ul style="list-style-type: none"> <li>• India gains independence; Pakistan is declared a sovereign nation</li> </ul>
<b>1948</b>	<ul style="list-style-type: none"> <li>• Marshall Plan takes effect</li> <li>• General Agreement on Tariffs and Trade (GATT) is created</li> <li>• European Coal and Steel Community comes into being (a forerunner of the European Union)</li> <li>• Burma<sup>1</sup> gains independence</li> <li>• Ceylon<sup>2</sup> gains independence</li> </ul>
<b>1949</b>	<ul style="list-style-type: none"> <li>• First conference of La Asociación Interamericana de Contabilidad (AIC) takes place</li> <li>• People's Republic of China is established</li> </ul>
<b>1950</b>	<ul style="list-style-type: none"> <li>• The war in Korea begins</li> </ul>
<b>1951</b>	<ul style="list-style-type: none"> <li>• Union Européenne des Experts-comptables Economique et Financiers<sup>3</sup> (UEC) is born</li> </ul>
<b>1952</b>	<ul style="list-style-type: none"> <li>• Allied Occupation of Japan ends</li> </ul>
<b>1953</b>	<ul style="list-style-type: none"> <li>• International Organisation of Supreme Audit Institutions (INTOSAI) is founded</li> <li>• Cambodia gains independence</li> <li>• The war in Korea ends</li> </ul>
<b>1954</b>	<ul style="list-style-type: none"> <li>• Laos gains independence</li> </ul>
<b>1955</b>	<ul style="list-style-type: none"> <li>• The war in Vietnam begins</li> </ul>

## Post-War Recovery

All wars bring with them deprivation, instability and fear. Yet World War II was different due to the sheer scale of the devastation. It is estimated that 60 million people died during the war, with many more millions displaced. When it was over, much of Asia and Europe was in chaos. Even those countries that remained relatively unscathed, such as the United States (US) and Australia, had placed their countries on a war footing and sent their young people out to fight.

Although the world was in ruins, its people were determined to rebuild. The immediate post-war years were marked by the establishment of international organisations with an avowed commitment to collective security and free trade. In 1944, 730 delegates from all 44 Allied nations ("the Allies") gathered at the Bretton Woods conference to agree on rules and to establish institutions and procedures for regulating international monetary and financial order, leading to the establishment of the International Monetary Fund and the International Bank for Reconstruction and Development (IBRD).<sup>4</sup> A year later, the United Nations was established to promote and maintain international cooperation and order. The Marshall Plan, a US initiative to rebuild Western European economies, took effect in 1948. The European Coal and Steel Community and the European Economic Community, both forerunners of the European Union, soon followed, appearing in 1948 and 1957 respectively.

As Western Europe was rebuilt, it relaxed its colonial hold on Asia. Indonesia, Vietnam, India, Burma<sup>5</sup>, Ceylon<sup>6</sup>, Cambodia and Laos all gained independence. The Philippines and Japan saw the end of US occupation and the Republic of Korea was established, independent of Japan. There were still tensions in the region, however, with wars in Korea and Vietnam beginning in 1950 and 1955 respectively.

Perhaps most important of all, the post-war economic boom brought unusually high and sustained economic growth and full employment to much of the world. While the benefits were far from evenly spread, they were not restricted to the Allies, with the economic recovery in Japan being especially impressive.

<sup>1</sup> Now Myanmar  
<sup>2</sup> Now Sri Lanka

<sup>3</sup> Later merged with Groupe d'Etudes des Experts-comptables de la CEE to form Fédération des Experts-comptables Européens (FEE), now Accountancy Europe

<sup>4</sup> Forerunner of the World Bank  
<sup>5</sup> Now Myanmar

<sup>6</sup> Now Sri Lanka



1957 ➔ 1976

# THE FOUNDATION YEARS

*The Ifugao Rice Terraces in the municipality of Banaue on the Cordillera mountain range in Luzon, the Philippines, have existed for 2,000 years and is a UNESCO World Heritage Site.*

- 1957**
  - First Far East Conference of Accountants is held in the Philippines (since identified as the 1<sup>st</sup> CAPA Conference)
  - Malaya gains independence
  - European Economic Community is founded (a forerunner of the European Union)
- 1960**
  - 2<sup>nd</sup> Asian and Pacific Accounting Convention takes place in Australia
- 1961**
  - Groupe d'Etudes des Experts-Comptables de la CEE<sup>7</sup> (in Europe) is formed
  - Association of Southeast Asia (ASA) is established by governments of Malaya, Philippines and Thailand (a forerunner of ASEAN)
  - Organisation for Economic Co-operation and Development (OECD) is established
- 1962**
  - 3<sup>rd</sup> Conference of Asian and Pacific Accountants takes place in Japan
  - Western Samoa gains independence
- 1963**
  - Malaya, North Borneo, Sarawak and Singapore joined together to form Malaysia
- 1965**
  - 4<sup>th</sup> CAPA Conference is held in India
  - Singapore gains independence
- 1966**
  - Asian Development Bank (ADB) is established
- 1967**
  - Association of Southeast Asian Nations (ASEAN) replaces ASA; Indonesia, Singapore join
- 1968**
  - 5<sup>th</sup> CAPA Conference is held in New Zealand
- 1970**
  - 6<sup>th</sup> CAPA Conference takes place in Singapore & Malaysia
  - Fiji gains independence
- 1971**
  - South Pacific Forum<sup>8</sup> founded
  - Bangladesh is created
- 1972**
  - International Coordination Committee for the Accounting Profession (precursor of IFAC) is formed
  - Sri Lanka is created
- 1973**
  - 7<sup>th</sup> CAPA Conference is held in Thailand
  - International Accounting Standards Committee (IASC) is formed
  - First conference of Head of Audit Offices is held in the South Pacific (precursor to SPASAI)

- 1975**
  - First (informal) CAPA Executive Committee is held in Australia
  - The war in Vietnam ends
  - Papua New Guinea gains independence
- 1976**
  - 8<sup>th</sup> CAPA Conference is held in Hong Kong
  - Constitutional proposals are approved

### The First Far East Conference, 1957

The promoters of the First Far East Conference of Accountants, in 1957, were working against this backdrop of post-war cooperation and collaboration, and they were in good company. Fellow accountants had established La Asociación Interamericana de Contabilidad (AIC)<sup>9</sup> in 1949 and the Union Européenne des Experts-comptables Economique et Financiers<sup>10</sup> (UEC) in 1951. These groupings had brought together the accounting profession on a regional basis, proving that there was an appetite for intra-professional cooperation. An organisation to represent the global profession, the International Federation of Accountants (IFAC), was established some time later, in 1977, following in the footsteps of the Americas, Europe and Asia Pacific.



Flag raising ceremony in front of the Congress Building

Particular credit must go to the Philippine Institute of Accountants (PIA)<sup>11</sup>, which, with the support of the government, conceived and hosted the first conference. The Philippines had only received full independence from the US in 1946, and the US observer, Turner Clift, supervising auditor of the US Air Force, represented the US auditor general at the conference. The auditor general was then the internal auditor of the US Air Force, which had six districts in the world at the time, one of which was headquartered in Tokyo.

Gregorio S. Licaros, the then-president of the PIA who went on to become governor of the Central Bank of the Philippines, was a prime mover and long-term supporter of CAPA as it developed. In his opening address to the 1957 conference, he talked of “the similarity of the problems confronting most of our countries today... While we, as accountants, would not profess to offer panaceas to our countries’ economic ills, I feel we are duty bound to offer our services and our specialised knowledge in helping assess economic situations or conditions clearly for proper policy decisions.”

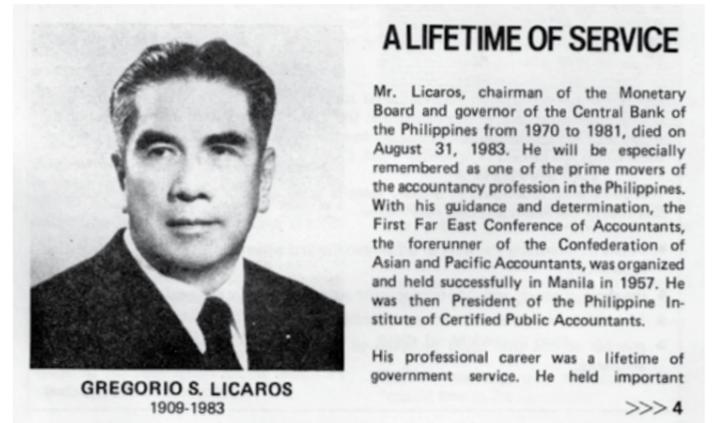
Twenty-one official representatives from fifteen different countries attended the first conference, largely from member bodies. A total of forty-three international delegates attended, joining five hundred and forty-eight attendees from the Philippines to share thinking on accountancy education, practice and standards. The first technical session of the conference was titled “Development of the Accounting Profession”. In that session, each participating organisation described how the profession was organised in its respective country and highlighted key developments to date. Spread over four days, the all-encompassing conference also considered new fields for accountants and highlighted management accounting, the advent of automation, a perspective on tax, the presentation of financial statements and the challenges of measurement in times of high inflation.

What motivated these participants to attend? The published proceedings of the conference include the opening remarks from the representatives of the professional bodies and provide some interesting insights. Mr. O.H. Paton, president of the Australian Society of Accountants (ASA)<sup>12</sup>, for one, noted that “My Society has a membership extending beyond the territories of Australia into other countries of the Far East. Under the Colombo Plan<sup>13</sup>, we have been instrumental in extending accounting training facilities to one thousand students from the Asian area. We now have members in Malaya<sup>14</sup>, Singapore, Thailand, India, Ceylon<sup>15</sup>, Hong Kong, North Borneo<sup>16</sup>, Taipeh and even in the Philippines”, he pointed out, adding, “I heard that one of the objectives of this Conference is to stimulate the development of local accountancy bodies in countries where they do not now exist or where they are just starting for recognition.”

In contrast, Dr. Tan Tong Joe from Indonesia admitted that he had been in two minds as to whether he should accept the invitation, given that “the number of Indonesian Certified Public Accountants is still very small, that is to say, only eleven, among a total population of eighteen million”. Eleven qualified accountants, and yet he came to see what the conference was all about.

Yet another insight came from Kenzo Hani of the Incorporated Association of Certified Public Accountants in Japan.<sup>17</sup> Despite a legislative change in 1948 designed to improve the quality and standing of certified public accountants, he was clear about the challenges:

There is no denying that the accounting level in Japan cannot be said to be high. The Japanese proverb says, “One will not let tomorrow’s sun shine on his earnings.” We hope very much that the knowledge and the information we shall obtain through the conference will enable us to raise the situation of the professional accountants in Japan and also to contribute to the advancement of accounting in our country.



Article published in the September 1983 issue of CAPA’s Chronicle newsletter about Gregorio S. Licaros, President of the Philippine Institute of Accountants, 1957.

Sang Hoon Lee, of the Korea Institute of Accountants<sup>18</sup>, appears to have spoken candidly, notwithstanding the Japanese delegation in the room. Talking about the lack of a developed profession, he said, “I should say it was mainly dependent on the reason that Korea was under the colonial policy of Japan... (that) Koreans could not have the profession in Korea. After the liberation of our country in 1945, we established our own law of accountants and the regulations for its enforcement.” He went on to say, “I believe this conference could be a great stimulation in helping our enterprises in Korea through the accounting profession.”

Whatever their reasons for attending this first conference, the decision to continue with such events in the future reflects a growing commitment to develop relationships and share knowledge. The timing was right.

07 <sup>7</sup> Later merged with UEC to form FEE, now Accountancy Europe  
<sup>8</sup> Now Pacific Islands Forum

<sup>9</sup> Also known as the Interamerican Accounting Association  
<sup>10</sup> Later FEE, now Accountancy Europe

<sup>11</sup> Now Philippine Institute of Certified Public Accountants (PICPA)  
<sup>12</sup> Now CPA Australia  
<sup>13</sup> Established in 1950 as the Cooperative Economic and Social Development in South and Southeast Asia, the Colombo Plan facilitated the transfer of skills, as well as capital and technology

<sup>14</sup> Now Malaysia  
<sup>15</sup> Now Sri Lanka  
<sup>16</sup> Now Malaysia

<sup>17</sup> Now Japanese Institute of Certified Public Accountants (JICPA)  
<sup>18</sup> Now Korean Institute of Certified Public Accountants (KICPA)



(Left): Gregorio S. Licaros  
President, Philippine Institute of Accountants  
(Centre): Eduardo M. Villanueva  
Chairman, Executive Committee  
First Far East Conference of Accountants  
(Right): Francisco F. Gonzalez IV  
Secretary, First Far East Conference of Accountants

## The Die is Cast

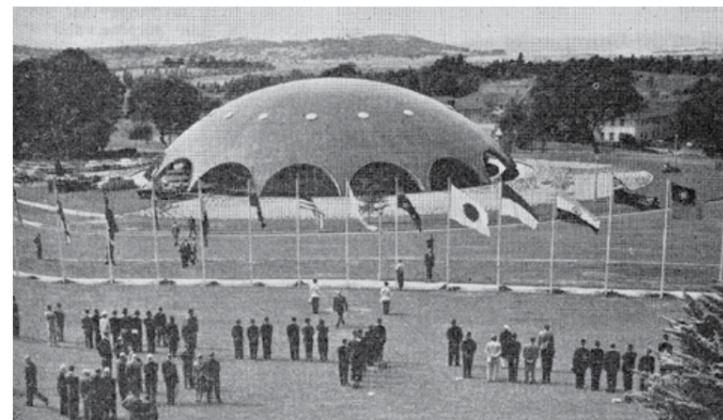
The foreword to the 1957 proceedings was positive but realistic. Gregorio S. Licaros, PIA president, and Eduardo M. Villanueva, the conference chairman, wrote, "And that though it fell short of its final goal – the formation of a federation of accountants in the Far East – the steps to the end have been made." And so they had. CAPA's roots trace back to this conference, with its commitment to exchanging ideas and information among the accountancy bodies in Asia and the Pacific.

While it was felt premature to establish a formal body at the time, in part because so many Asia-Pacific countries still lacked a professional accountancy body, participants agreed to hold further conferences at regular intervals. And they did so, with an event in Australia in 1960, described as the Asian and Pacific Accounting Convention, and another in Japan in 1962, when the acronym CAPA first appeared, although the "C" originally stood for "Conference" rather than "Confederation".

The 1960 convention was held in both Canberra and Melbourne and included discussions – long before the establishment of global standard-setters – on how best to secure national and international support for accounting and auditing standards. The conference was preceded by a meeting for official delegates. Each organisation was invited to send up to three delegates for a series of roundtable discussions on the "organisation, ethical standards and educational facilities" of the professional accountancy bodies. Participants were encouraged to contribute to the free exchange of information and experience and to commit to the principle of "mutual help".



Secretary of Foreign Affairs, Felixberto Serrano, addresses the first conference.



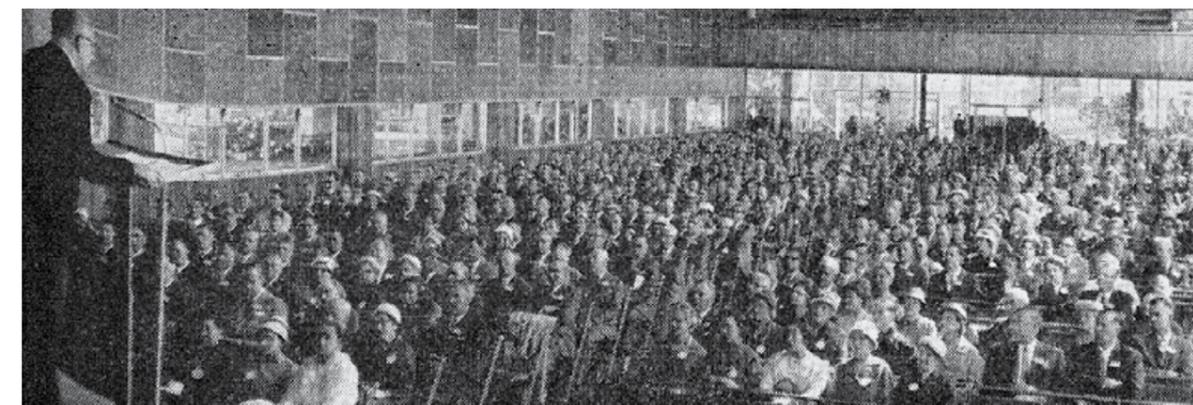
The Academy of Science building, where the conference meetings were held, forms a background here for the flag raising ceremony on the opening day of the 1960 conference in Canberra.



(Left and right) Scenes from the First Far East Conference of Accountants in Manila shows the delegates and observers in session.



A scene in the Academy of Science during the official opening in Canberra by the Rt. Hon. R.G. Menzies, Prime Minister of Australia.



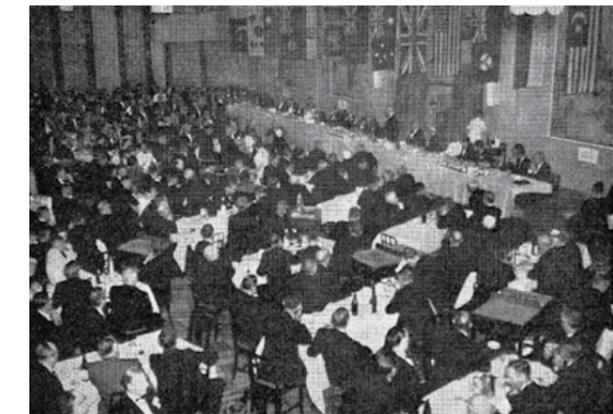
His Excellency, General Sir Dallas Brooks, Governor of Victoria, speaking at the opening of the 1960 conference in Melbourne at the Wilson Hall, University of Melbourne.



A happy moment following the official opening in Canberra. The group includes Messrs. O.H. Paton, (President of the Conference), H.C. Newman (Chairman of the Canberra Committee), S. Kaliswaran (India), the Hon. A.A. Calwell, M.H.R. (Leader of the Opposition), the Rt. Hon. R.G. Menzies (wearing a garland presented by the Indian delegation), and Mr. C.W. Andersen (General Secretary of the Conference).



The Rt. Hon. Sir Owen Dixon, Chief Justice of the High Court of Australia, delivering the oration at the opening of the Melbourne conference in the Wilson Hall, University of Melbourne.



Some 500 delegates and guests attended the 1960 conference dinner held at the Mural Hall, Myer Emporium in Melbourne, Australia.

In 1962, records show that the conference in Japan had two streams. The first, held in Tokyo, was technical, with presentations from Australia, Canada, China, Japan, Korea and New Zealand. Topics included “The Economic Meaning of Depreciation Policies”, “A Study of Cost Variances”, “Efficiency in Auditing Procedures”, and “Consolidation of Financial Statements”. The second, held in Kyoto, focused on how the profession operates. Topics included “Functions of Accountants’ Associations”, “International Responsibilities of the Profession”, “The Value of Accounting Research” and “Training for a Career in Accountancy”. Well over 1,000 companies – an astonishing number – supported the conference with monetary contributions, including Deloitte Plender Haskins & Sells, and Price Waterhouse & Co, plus many instantly recognisable brand-name companies of today such as Honda, Mitsubishi, Nissan, Suzuki, Toshiba and Toyota. The conference was opened by His Imperial Highness Prince Takamatsu, third son of the Emperor of Japan.

The conference accommodated a meeting of the heads of delegations in which representatives of the participating accountancy bodies confirmed that, in future, delegates must pay their own expenses to attend. They then put forward the idea – first put forward in 1957 – of creating a formal organisation, but the idea was again felt to be premature.

**Proceedings of the Third Conference of Asian and Pacific Accountants – 1962**

The third proposal is that the organization of the Accountants’ Federation in the Asian and Pacific area will be postponed until the time of our next conference, since this matter has not been fully discussed. This decision was unanimously agreed upon by the heads of the delegations. I hope you will accept the third proposal. [Applause]

**Makoto Tsuji,**  
**Chairman of the Organizing Committee**



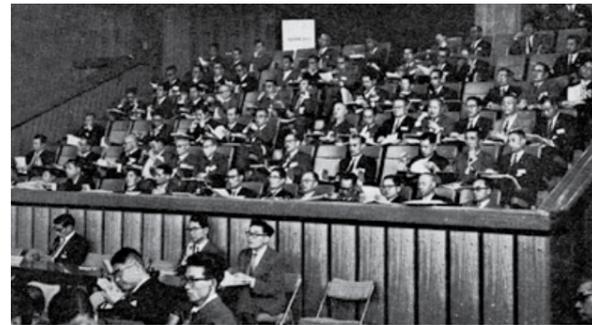
The scene of the official opening of the third conference in the auditorium of the Tokyo Bunka Kaikan.



Their Highnesses Prince and Princess Takamatsu, who were present at the opening of the conference in Tokyo.



Mr. Makoto Tsuji (right), Chairman of the Organizing Committee, who opened the conference in Tokyo with a greeting speech, and Mr. Tetsuzo Ohta (left), Honorary President of the Japanese Institute of Certified Public Accountants.



Top and bottom: Scenes from the conference hall in the Kyoto Kaikan.

The fourth conference, held in New Delhi in 1965 and hosted jointly by the Institute of Cost and Works Accountants of India<sup>19</sup> and the Institute of Chartered Accountants of India, attracted nearly 1,000 attendees. The inaugural address was given by the Honorable Mr. P.B. Gajendragadkar, chief justice of India, and the chief guest was Chester Bowles, the ambassador for the United States in India. The Proceedings of the Inaugural Session record that representatives of the professional bodies met to agree objectives as follows:

Resolution unanimously adopted by the official delegates:

“RESOLVED that the main objects of CAPA be the bringing together of official representatives of various professional bodies for the purposes of discussing:

- (i) Means of developing their own services to their own members and their own communities in education for accountancy including continuing education for professional men, in accounting research, in ethical professional conduct and associated activities.
- (ii) Means of developing professional standards, practice, and techniques at national and international levels.
- (iii) Separate from but associated with this, provide opportunities for the participation of local members in the Conference wherever it may be held.”



Mr. A.K. Roy, Comptroller & Auditor General of India, addressing the Inaugural Session of the 1965 conference in New Delhi.



Hon'ble Mr. P.B. Gajendragadkar, Chief Justice of India, who inaugurated the conference, being garlanded by Mr. C.C. Chokshi, Chairman of the Conference Committee.



Hon'ble Mr. S.K. Patil, Union Minister for Railways, addressing the delegates at the reception where he was the Chief Guest.

The fifth conference, held in New Zealand in 1968, was another two-venue event, this time in Wellington and Christchurch. It was supported by the New Zealand government and by major corporations and attracted around 120 delegates from 18 countries, as well as many locally based accountants. An editorial in the March 1968 edition of The Accountants Journal of the New Zealand Society of Accountants<sup>20</sup>, which appears under the heading “Case Study in International Understanding”, commented, “Politically, it [the conference] served to demonstrate to an influential group that New Zealand does regard itself as part of Asia and the Pacific. Technically, the papers presented covered a wide range of professional activities, with management services, management accounting and education occupying a prominent place.” Much was also made of the value for the New Zealand profession that comes from meeting fellow accountants from overseas, something that is easy to take for granted today but was unusual in 1968.



Rt. Hon. K.J. Holyoake, Prime Minister of New Zealand, opening the Fifth Conference at the Wellington Town Hall on March 13, 1968 in the presence of His Worship the Mayor of Wellington, Sir Francis Kitts.

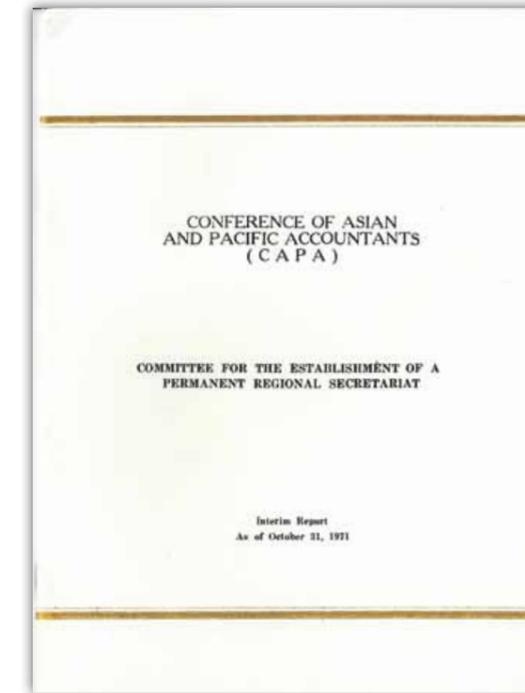
Informal discussions play a large part in the success of any conference as seen in this collection of photos: (top) Messrs. C. Balachrishnan (India) and A.B. Cleland (Australia) exchange views during lunch; (centre) Messrs. F.S. Saba (Lebanon) and N. Tohmatsu (Japan) find a moment to exchange thoughts; (top left) Some of the “backroom” workers who played so important a part in the smooth organisation, Mr. R. Hopkins (Christchurch secretariat), the Misses M. Kent, J. Greenfield and E. Durey and Mr. J. Excell of the Society’s secretariat in Wellington; (top right) Mr. H.G. West, the Conference Chairman, and Mr. J.A. Valentine, the Society’s President, chat with Mr. A.B. Cleland (Australia), C. Balachrishnan (India) and His Excellency the High Commissioner for India in New Zealand; (lower left & right) Some of the study groups gathering for discussion; (bottom centre) Delegation from the Philippines, Messrs. C.G. Hoffena, A.M. Velayo, L.P. Vera and J.A. Casino.



A group photo taken on the top of Mount Victoria during the city sightseeing tour was given to delegates as a memento from the conference.



An important step took place in 1970, when the heads of each delegation met at the sixth conference, held in Singapore and Malaysia, and approved “in principle, but subject to the approval of the respective participating bodies, the need for establishing an organisation on a continuing basis for more effective cooperation and coordination of the accounting profession in the region”. A Committee for the Establishment of a Permanent Regional Secretariat was established, although its interim report, issued in 1971, showed no clear consensus among the participating bodies. In fact, some were clearly in favour, some were clearly opposed and some failed to respond one way or the other.



The first technical session of the Singapore conference in progress.



President of the Singapore Society of Accountants (now Institute of Singapore Chartered Accountants), Mr. Wong Siong Poon, welcoming the Hon. Minister for Science & Technology on arrival to open the 6th CAPA.



Organising Committee welcoming the Deputy Prime Minister, Tun Abdul Razak (2nd from left), to open the 6th CAPA session in Kuala Lumpur.



Ladies' Day – Tea with the First Lady at the Istana in Singapore.



A technical session at the Kuala Lumpur conference in progress.

Held in Thailand in 1973, the seventh conference took as its theme “Economic Data for Motivation and Decision Making”. Looking back, some of the presentations seem utterly modern, discussing such topics as pollution, the oversupply of graduates, corporate social responsibility and the role of the accountant, both as an individual and as a member of a significant profession. There was renewed enthusiasm for a formal regional confederation, an enthusiasm possibly sparked by the establishment the previous year of the International Cooperation Committee for the Accountancy Profession (ICCAP) – a forerunner of today’s IFAC.

At the seventh conference, a group chaired by I.G. Lythgoe of New Zealand was asked to develop recommendations for consideration alongside the eighth conference, which was set to take place in Hong Kong in 1976. It seems particularly appropriate that the Hong Kong event then took, as its theme, “The Accountant’s Role in a Changing World”. Peter Poon Wing-Cheung JP, president of the Hong Kong Society of Accountants<sup>21</sup>, talked in his opening speech of the problems facing governments and business, saying, “The world economy has gone out of order and traditional cures no longer seem to work. It is in this environment that accountants realise they cannot work in isolation and must cooperate regionally and internationally.”

## An Important Step

Constitutional recommendations were approved in Hong Kong in 1976 and an executive committee was appointed that comprised representatives from Australia, Hong Kong, India, Japan, New Zealand, Singapore and the US. This committee was chaired by the inaugural president, Gordon M. Macwhinnie of Hong Kong, with Richard I. Borley, also of Hong Kong, serving as secretary. Initial funding for a formal regional confederation was secured.



Representatives of the Chief Delegates in a meeting during the 8th conference in Hong Kong to approve recommendations for CAPA’s constitution.



**Gordon M. Macwhinnie,**  
Hong Kong,  
CAPA President,  
Sept 1976 – Oct 1979



**Richard I. Borley,**  
Hong Kong,  
CAPA Secretary,  
Sept 1976 – Oct 1979

### 1976 – CAPA HAS MEMBERS IN:

Australia	Lebanon
Bangladesh	Malaysia
Burma	New Zealand
Canada	Pakistan
Chinese Taiwan	Philippines
Fiji	Singapore
Hong Kong	Sri Lanka
India	Thailand
Indonesia	United States of America
Japan	Western Samoa
Korea, Republic of	



Representatives from countries that would eventually form the earliest Executive Committee met in Melbourne, in March 1976, a few months prior to the 8th CAPA Conference to be held in Hong Kong.

Front row from left: Mr. Foo Men Fong (Singapore), Mr. Sreenivasa Rao (India), Mr. R.I. Borley (Hong Kong), Mr. G.M. Macwhinnie (Hong Kong), Mr. R.Q. Thiele (President, Australian Society of Accountants), Mr. K.R. Macdonald (N.Z.), Mr. I.S. Beattie (N.Z.), Mr. I. Buli (U.S.A.); back row from left: Mr. A.W. Graham (the Institute’s Registrar), Dr. R.H. Henderson (Vice President, Australian Society of Accountants), Mr. P.C.E. Cox (Vice President, ICAA), Mr. J.H. Jamison (President, ICAA), Mr. R.N. Sempier (U.S.A.), Mr. Masayuki Iwanami (Japan), Mr. L.N. Birrell (Acting Executive Director, Australian Society of Accountants), Mr. Iwanami’s interpreter, Mr. Wing Poon (Hong Kong)

**CAPA news** 8 CONFERENCE OF ASIAN AND PACIFIC ACCOUNTANTS  
Tuesday, September 21, 1976

**Typhoon blows past as CAPA assembles**

Hong Kong Airport stayed open on Sunday despite the approach of Typhoon Iris and CAPA delegates continued to fly in more or less on schedule. The launch trip for senior delegates had to be cancelled but the pre-conference programme was otherwise retained. By evening, the typhoon had passed to the west of Hong Kong and was close to the China coast.

All morning, CAPA’s Executive Committee met on the 23rd floor of the Mandarin Hotel as though business was as usual.

At the time of its appointment in Bangkok in 1973, the Executive Committee was charged with making recommendations by the time of this 8th CAPA for a more formal organisation to represent the accountancy profession in the region.

The result is a proposal to establish a Confederation of Asian and Pacific Accountants, for which the committee has drafted an outline constitution. Most of Sunday’s meeting was spent finalising this draft constitution for presentation to chief delegates at Thursday’s full session.

Sunday’s meeting rejected a proposal that, with such a major development in the pipeline, New Zealand should retain the CAPA secretariat for another three years rather than pass it to Hong Kong as current CAPA host.

An Australian amendment was carried to the effect that New Zealand should retain it for one more year and Hong Kong take it over for the remaining two.

“It is important,” said Phillip Cox, “that we get the principle established that the secretariat is carried on by the country that hosted the most recent CAPA.”

“So that the country we choose to host any CAPA,” amplified Ian Vassie, “we know we must choose not only for its ability to host the conference as such but also for its ability to follow through.”

The meeting appointed a sub-committee to look into the question of the 9th CAPA. Both the Philippines and India have made formal application to be considered as hosts.

The Philippines, which hosted the 1st CAPA, would like to have the 9th CAPA in Manila in October 1979. India, which hosted the 4th CAPA in 1965, would like it in New Delhi in November 1979.

**Proposals for confederation**

A preamble to the Executive Committee’s draft constitution for the proposed new confederation discussed identification of the region embraced by CAPA, the objectives of such a confederation and the related questions of finance, a secretariat, conference format and an official publication.

“Logically,” read the preamble, “one could argue that in the constitution there should be a definition of the geographic region from which member organisations will be drawn. However, experience since the first conference in 1958 indicates that the lack of definition has not caused undue difficulty.

“One unusual feature of the present loose system is that CAPA includes two countries which are also members of the International Accounting Association, whereas one might argue that if there is to be an International Federation of Accountants supported by regional associations, then any one country should be able to belong to only one regional association. Any such decision would certainly weaken CAPA.”

“Having regard to these various factors, no attempt has been made in the constitution to define the area of the world from which CAPA organisations will be drawn. Meanwhile the name itself

(Continued on Page 8)

A “newspaper” was published and distributed to delegates on each day of the 8th conference in Hong Kong.

**CAPA news** 8 CONFERENCE OF ASIAN AND PACIFIC ACCOUNTANTS  
Wednesday, September 22, 1976

**New focus on the profession**

The Governor of Hong Kong, Sir Murray MacLehose, formally opened the 8th CAPA on Monday at City Hall on the island’s waterfront. The band played, the curtain lifted to show a brightly painted backdrop of the flags of the 18 member-countries attending, and the conference was under way.

Sir Murray MacLehose declaring the 8th CAPA open



Flags of the 18 attending member-countries form the backdrop on the City Hall stage in Hong Kong.

## Reflections on the Period

From the outset, CAPA has been about the accountancy profession, providing an opportunity to reflect on its goals and determine how best to accomplish them. The early years of CAPA – the foundation years – were focused on individuals and organisations getting to know each other, building knowledge and trust by sharing ideas and experiences. During those years, the conferences provided a platform for the profession across a wide range of countries at very different stages of economic development. These countries were brought together by their belief in and commitment to the concept of the Asia-Pacific region and, more fundamentally, by a belief that there are many opportunities for the accountancy profession, especially when it demonstrates a clear, ongoing ability to change and improve.



1977 ➔ 1992

# REGIONALISATION AND COOPERATION

*The ocean and islands off Queensland, Australia, is home to the Great Barrier Reef, the world's largest and most extensive coral reef system and is a UNESCO World Heritage Site.*



- 1977**
  - CAPA Secretariat is established in Hong Kong
  - ASEAN Federation of Accountants (AFA) is formed
  - International Federation of Accountants (IFAC) is established
- 1978**
  - Solomon Islands gains independence
- 1979**
  - 9<sup>th</sup> CAPA Conference is held in the Philippines
  - Eduardo M. Villanueva of the Philippines is elected president
  - First CAPA accounts (1976 – 1979) are audited by Price Waterhouse, Hong Kong
  - Canadian Institute of Chartered Accountants (CICA) joins
  - Certified General Accountants of Canada (CGA-Canada) joins
  - Asian Organisation of Supreme Audit Institutions (ASOSAI) is formed
- 1980**
  - CAPA Secretariat moves to Philippines, with Desiderio M. Casino as secretary
  - First CAPA Chronicle is published
- 1981**
  - Association of Accountancy Bodies of West Africa (ABWA) is formed
  - Fédération Internationale des Experts Comptables et Commissaires aux Comptes Francophones (FIDEF) is formed
- 1982**
  - Management accounting seminars are held in Chinese Taiwan, the Philippines, Singapore and Indonesia
- 1983**
  - 10<sup>th</sup> CAPA conference is held in India
  - Niladri K. Bose of India is elected president
  - Rosario (Rose) C. Manahan takes over as secretary
  - Papua New Guinea Institute of Accountants joins
  - International Organization of Securities Commissions (IOSCO) is formed
  - Civil war in Sri Lanka begins
- 1984**
  - World Bank, Asian Development Bank and IFAC sponsor Asia and Pacific Conference on Accounting Education for Development held in the Philippines
  - South Asian Federation of Accountants (SAFA) is formed
- 1985**
  - John O. Miller of Australia is elected president
  - Diosdado (Ding) C. Salvador is appointed executive director
  - South Asian Association for Regional Cooperation (SAARC) is formed
- 1986**
  - 11<sup>th</sup> CAPA Conference is held in Australia
  - Hiroshi Kawakita of Japan is elected president
  - Permanent secretariat is established
  - Institute of Solomon Islands Accountants (ISIA) joins
  - South Pacific Association of Supreme Audit Institutions<sup>22</sup> (SPASAI) is founded

- 1987**
  - CAPA facilitates an Asian Development Bank (ADB)-funded project on training for accounting technicians
  - Rosario (Rose) C. Manahan is appointed executive secretary
  - Fédération des Experts-comptables Européens<sup>23</sup> (FEE) is formed
- 1988**
  - Rex A. Anderson of New Zealand is elected president
  - Institute of Chartered Accountants of the Caribbean (ICAC) is formed
- 1989**
  - 12<sup>th</sup> CAPA conference and ADB-CAPA regional consultative meeting are held in Korea
  - Taesik Suh of Korea is elected president
  - Eastern Central and Southern African Federation of Accountants<sup>24</sup> (ECSAFA) is formed
  - Associate membership category is introduced
- 1990**
  - CAPA publishes ADB-funded accounting technician training materials
  - Rosario (Rose) C. Manahan is promoted to executive director
  - Compagnie Nationale des Commissaires et Comptables Agréés aux Comptes (in France) joins
  - Conseil Supérieur de l'Ordre des Experts Comptables (in France) joins
  - Association of Accounting Technicians of Sri Lanka (AAT Sri Lanka) joins
- 1991**
  - William J. Mercer of Canada is elected president
- 1992**
  - Mexico Institute of Public Accountants joins

## A Formally Constituted Confederation of Accountants

Given that the accountancy profession in the Philippines was instrumental in launching CAPA and nurturing it during the early years, it only seems right that the 9<sup>th</sup> CAPA Conference in 1979, and the first as a formally constituted regional confederation of accountants, was hosted in Manila, taking as its theme “International Cooperation in Accountancy”.

A great deal had happened very quickly after the decision in 1976 to build a formal structure. The constitution spelled out the long-term objectives: “To help develop a coordinated regional accounting profession with harmonised standards and to initiate, coordinate and guide work that has, as its goal, the achievement of technical, ethical and educational guidelines for the accounting profession in the region.”

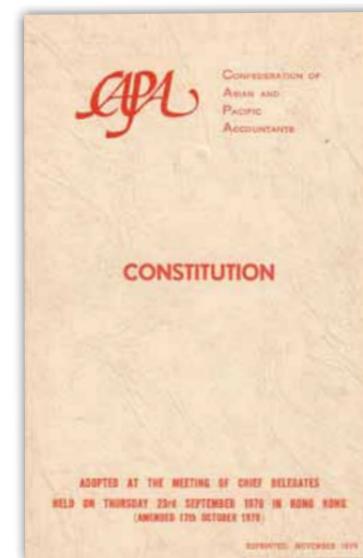
By 1977, CAPA had a president, an executive committee which met bi-annually, and a secretary based in Hong Kong. It had education, technical, ethics, and finance subcommittees (which changed over time) and it had some funding in place.



Meeting in progress – the 10th Executive Committee meeting was held in conjunction with the 9th CAPA Conference in Manila where CAPA’s second president, Eddie Villanueva, was elected.



On the stage of the 9th conference in Manila are (left to right) Mrs. Corazon de la Paz, PICPA President; Mr. Gordon Macwhinnie, CAPA President, Mr. Eduardo Villanueva, Chairman of the conference.



The CAPA constitution adopted in 1976 was subsequently amended in 1979 and copies were made available for distribution to members.



Extract of PICPA President’s message from the 9th conference promotional book.

Special guests at the 9th conference in Manila.



Ferdinand E. Marcos  
President & Prime Minister,  
Republic of the Philippines



Imelda Romualdez Marcos  
First Lady, Minister of  
Human Settlements &  
Governor of Metro Manila



Reinhard Goerdeler  
President, International  
Federation of Accountants



John Hepworth  
Chairman, International  
Accounting Standards  
Committee



Taroichi Yoshida  
President, Asian  
Development Bank



Gregorio S. Licaros  
Governor, Central  
Bank of the Philippines



Richard Woolcott  
Ambassador of Australia  
to the Philippines

19 <sup>22</sup> Now Pacific Association of Supreme Audit Institutions (PASAI) <sup>23</sup> Now Accountancy Europe

<sup>24</sup> Now Pan African Federation of Accountants (PAFA)



## The Chronicle

CAPA first launched The Chronicle, a quarterly newsletter issued to member bodies, in 1980. The Chronicle was largely devoted to sharing information, not only about CAPA's own activities, but also about the activities of its member bodies, as CAPA was becoming increasingly mindful that it must serve the needs of its members. The Chronicle also gave significant attention to IFAC and to the IASC.



The first issue of CAPA's quarterly newsletter, The Chronicle, published in July 1980.



(Top & Right) The Chronicle newsletter spots a change in design over the decade where the CAPA logo becomes more prominent.



The CAPA logo becomes more prominent on the cover of The Chronicle newsletter in December 1988.

## Management Accounting Seminars

CAPA's first technical output appeared two years later, in 1982, with the publication of "Management Accounting", a report on CAPA's seminar series held in Chinese Taiwan, the Philippines, Singapore and Indonesia and designed for professionals involved in financial planning, budgeting, management information and control. Copies were available for USD 3.00 from the AFA Secretariat in the Philippines. As there is no recorded mention of international postage costs, it is assumed they were included in the cover price.



Top: Some of the 92 participants in the Management Accounting Seminar in Singapore – part of the four-nation regional seminar initiated by CAPA held from 29 April to 12 May 1982.

Left: Eduardo Villanueva, CAPA President, delivering an opening speech at the Management Accounting Seminar in Taiwan held in May 1982.

## Conferences

Events continued with the tenth conference, held in India in 1983, which had as its theme "The Accountant in Society". The president of India, Giani Zail Singh, gave the inaugural address and was joined by the minister of finance and the minister of communications.



His Excellency Giani Zail Singh, President of India, inaugurating the 10th Conference of the Confederation of Asian and Pacific Accountants (CAPA) held in New Delhi at Asiad Auditorium on 21 November, 1983.

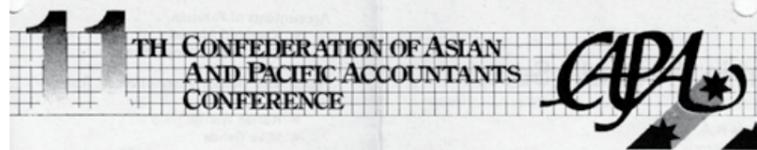


Chief Guest at the CAPA Conference, Hon'ble Shri Pranab Mukherjee, the Union Finance Minister, addressing the inaugural session of 10th CAPA Conference.

The eleventh conference, themed “Accountancy’s Image: Challenge and Change”, was held in Australia in 1986 and fulfilled its promise by focusing on new developments and challenges such as electronic banking, offshoring and growth by acquisition. Six plenary sessions and twenty-four workshops rounded out the conference, including, for those with concerns about professionalism, discussions titled “Accountants – Their Professional and Social Responsibilities Today and Tomorrow” and “Professional Independence – the Corner-Stone”. For those interested in the public sector – perhaps surprising to those today who might think the public sector to be of very recent interest to professional accountancy bodies – there were discussions titled “Financial Management in the Public Sector” and “Budget and Control Techniques in the Public Sector”.



A view of the 11th CAPA conference in session at the Royal Exhibition Building in Melbourne, Australia.



(Left to right) Speakers Robert O. May, IFAC President, Herbert Knortz, NAA President, and Eduardo M. Villanueva, CAPA Past President.



Exhibits on computer applications sponsored by the two Australian host bodies.



(Centre) Hon. Rob A. Jolly, Treasurer of Victoria, who delivered a keynote address on “Financial Management in the Public Sector” with CAPA officials (left to right) Hiroshi Kawakita, deputy president; Diosdado Salvador, executive director; John Miller, president; Niladri Bose, past president at the opening reception.

The twelfth conference, titled “Contemporary Developments in the Asian and Pacific Region” and held in Korea in 1989, attracted 1,174 delegates from 24 countries, including countries beyond Asia Pacific such as Belgium, the Dominican Republic, Italy and the United Kingdom (UK). The programme included challenges to the profession, and CAPA’s role in accounting education, management accounting and public sector accounting. There were workshops on the topics of foreign exchange, computerised systems, auditor liability, zero-based budgeting and not-for-profit organisations. A youthful professor In-Ki Joo, of Yonsei University, who was to become CAPA president in 2009 and IFAC deputy president in 2016, spoke on the topic “Enhancement of the Status of Accountants”.



Special guests and leaders of the accountancy profession at the opening ceremony of the 12th CAPA Conference in Seoul.

6 CAPA CHRONICLE DECEMBER 1989

## CONGRATULATORY ADDRESS OF

### KOREAN PRIME MINISTER YOUNG HOON KANG

12TH CAPA CONFERENCE, SEPTEMBER 18, 1989, SEOUL, KOREA

Furthermore, considering the trends of this age that trades among regional countries and expansion of international division of labor are much more keenly required because of the formation of international economic blocs, the necessity of mutual cooperation among regional countries is ever increasing as the Asian and Pacific region has drastically developed into a newly industrialized region enjoying rapid economic growth since the latter half of this century.

I think it is very significant that accountants, leaders of the modern industrialized society gather together and discuss the international role of the accounting profession and its direction of development at a time when the Asian and Pacific countries are expected to lead the international society in the 21st century.

I know that one of the major objectives pursued by the CAPA is the smooth catalytic function for economic exchange among countries by unifying accounting standards of member countries.

I believe that such an objective is timely and appropriate in the current situation in which the international economic society is further opening its door.

Certified public accountants and distinguished guests! You may remember that the Seoul Olympics was held here in Seoul just one year ago with the ideal of harmony of the whole mankind.

As the Seoul Olympics has unfolded the scene of harmony and development overcoming all barriers man built up even in the sports world, I sincerely hope that the Seoul CAPA Conference will also provide a momentum to the facilitation of harmony and cooperation you have aimed at.

Lastly, I wish for the everlasting development of the Conference of Asian and Pacific Accountants and the best of your health.

Thank you.

It is my honor and privilege to speak before a distinguished body of accountants from many parts of the world. And we are proud that Seoul was chosen as the host country for the 12th CAPA Conference. This is indeed a very meaningful and prestigious occasion, and we thank you all for coming to Seoul.

First of all, let me commend the Confederation of Asian and Pacific Accountants for its great contribution to the expansion of the economic horizon among member countries through the exchange of learning and information since its foundation in 1957. Let me also give unstinted praise to the role you have carried out for the economic prosperity, first in your respective countries, next in other parts of the world, to where you have transferred technologies and expertise.

Experts as well as concerned people are fully aware of the fact that the correct and precise function of accounting is one of the fundamental factors to make possible the smooth operation of market economic systems based on free business activities.

I believe that capitalistic market economic systems are comparatively superior to communist planned economic systems in terms of economic growth because business management activities are correctly measured and controlled by the accounting profession.

Therefore, I can surely say that accountants are the flower of the modern industrialized society considering your decisive function of controlling business management in the capitalistic economy.

Certified public accountants from many countries and distinguished guests! Now we live in the age of internationalization in which we can no longer survive without exchanges and cooperations with other countries.

Given that the industrialized society in this age is expected to further develop the free market economic systems, sophistication and specialization of the function of accounting in the industry will be much more required. Consequently, I have to emphasize the importance of your task for the new age.

## Development Partners

The key sources of development funding, the World Bank and the Asian Development Bank (ADB), increasingly recognised the accountancy profession in the region during this period. The 1979 CAPA conference hosted the ADB president, Taroichi Yoshida, as a special guest, and he spoke out for harmonisation.

### Proceedings of the 9<sup>th</sup> Conference of Asian and Pacific Accountants – 1979

It is clear that in an age when more and more companies operate across international borders, the need has grown for common principles in auditing financial statements, and there is little doubt that the establishment of regional accounting standards would greatly benefit your profession.

It would also greatly assist the ADB in the interpretation, analysis and appraisal of financial data of its developing member countries.

### Taroichi Yoshida President of the Asian Development Bank

Five years later, in 1984, the ADB sought help from CAPA in researching the forthcoming Conference on Accounting Education for Development, co-sponsored by the ADB, the World Bank and IFAC. The conference, which took place later that year, identified an urgent need to develop accounting education in the region, and in particular a model for training accounting and audit technicians. An ADB survey revealed that in Asia Pacific, Malaysia – at one end of the spectrum – had 138 accountants per million members of the population, which may not seem very high, but Indonesia and Thailand – at the other end – had only 20 per million and 31 per million respectively.

## ADB, CAPA sign Memorandum of Understanding



(Left to right) Rex Anderson, CAPA president; Hiroshi Kawakita, CAPA deputy president; Charles Coe, ADB representative pose after signing the MoU on the technical assistance grant for the accounting technicians project. (Image from CAPA Chronicle Dec 1987)



(Standing left) M. Fujioka, ADB president, delivers keynote address at the Asia and Pacific Accounting Education for Development Conference held in Manila in November 1984 (seated left to right) Washington SyCip, IFAC president; Robert May, IFAC deputy president; Maurice Mould, World Bank representative. (Image from CAPA Chronicle Feb 1985)

Anyone who believes that conferences do not lead to action should review this 1984 event and its aftermath, as the conference inspired CAPA to set up an education development task force and to engage Dr. Roger Hopkins of the University of Singapore as an education consultant. Dr. Hopkins' brief was to work up a proposal for ADB funding for the preparation of technical resource materials for accounting technicians. More broadly, CAPA also became keen to establish a regional accountancy development centre.

CAPA and the ADB subsequently signed a memorandum of understanding (MoU) in 1987 for a technical assistance grant. The ADB confirmed that grant the following year to fund the development of training materials, using as its framework the IFAC International Guideline (IEG 7) on Education and Training Requirements for Accounting Technicians. CAPA was appointed executing agency, providing administrative and technical support to consultants hired by the ADB. The drafts were exposed worldwide and reviewed by 66 participants from 19 developing and 6 developed countries. The nine volumes (eight courses and a teacher's guide) were published in 1990.

The grant also covered a preliminary needs assessment for an accounting education resource centre in the region. This was considered at a regional consultative meeting with the ADB in Seoul and led to the recommendation of an in-depth feasibility study. The idea was to establish a regional resource centre to provide technical advisory services, consolidate research output and develop accounting curriculum, materials, teacher training and research. CAPA secured some initial financial assistance from the IFAC Development Fund to pursue the idea. Unfortunately, a subsequent change in direction at the ADB meant that the proposal did not attract funding and was dropped.

## ADB approves grant for Accounting Technician



(Standing left to right) Diosdado Salvador, former CAPA executive director; Roberto L. Castillo, consultant; Eduardo Villanueva, CAPA past president; Manuel Perlas, ADB representative; Camilo C. Tierro, consultant; (seated left to right) Virginia T. Obcena; Charles Coe, ADB representative; Rosario Manahan, CAPA executive secretary.



Nine volumes of the Accounting Technicians teaching materials funded by the ADB grant.



CAPA followed up on the accounting education initiative by publishing "Competency Guidelines for Accounting Technicians" in 1998 to guide educators, employers and professional or technician bodies as a means of enhancing the education and skills of future generations of accounting technicians.

### Preface

The practice of accounting in its most basic form has a history of at least several thousand years. The reference to scribes in the Quoran and in the Old Testament of both the Christian and Jewish faith is clear evidence that Father Luca Pacioli, the father of modern double entry bookkeeping, was only updating the methods of a long history of people whom we could today call accountants or perhaps even accounting technicians.

In the twentieth century, accounting has experienced greater and faster development than most other professions, with the possible exception of medical science.

With the more recent developments in the worldwide accountancy profession to accommodate a more highly educated, more sophisticated client or employer, it has become increasingly necessary to provide for more formal training for those who assist the professional accountants, i.e. the para-professional accountant, or accounting technician.

The Competency Based Guidelines which are the subject of this publication are a classic demonstration of a profession, recognising that the stipulation of "outcomes" is far superior to blindly adhering to the old custom of prescribing the "inputs" and assuming that, as a result, a suitably educated and trained accounting technician will automatically emerge from the process.

The development of a set of competency guidelines and ultimately a comprehensive set of competency standards to guide educators, employers and professional or para-professional bodies in their roles has not met with universal acceptance in all professions. The accounting profession appears to be one of the few professions which seems comfortable with continuing to support the competency based standards approach.

All professional disciplines and most support role technicians require a mixture of formal academic study to acquire the necessary body of knowledge followed by, or sometimes simultaneously, undertaking a programme of supervised "on the job" skills training to learn and be able to demonstrate the competencies relevant to their calling.

On behalf of the Executive Committee of CAPA, I must congratulate the New Zealand Institute of Chartered Accountants for their valuable contribution to the training and education of accounting technicians in the developing nations in our region. In particular I wish to pay tribute to the personal contribution of Mr Gill Cox for both this work and for an ongoing contribution to the work of CAPA over a number of years.

It is my sincere hope that this publication will be of considerable use to our member bodies and that in a subsequent planned extension of this project we can:

1. develop and publish a comprehensive guidance material on delivering education and training in accordance with these competency guidelines, and
2. provide guidance as to how to assess whether candidates meet the level of competency required.

Together with these Competency Guidelines such material is seen as being useful to professional and technician bodies, to colleges and to employers as means of enhancing the education and skills of future generations of accounting technicians.

ROBERT J.C. JEFFERY  
President  
Confederation of Asian and Pacific Accountants  
Kuala Lumpur, Malaysia  
July 1998



## Members

By the end of this period, CAPA had thirty member bodies from twenty-two countries, representing 650,000 accountants drawn from a very wide geographical base. New members had joined from Canada, France, Mexico, Papua New Guinea and the Solomon Islands. Although there was, as yet, no universally agreed definition of "Asia Pacific", the common perception in the second half of the 20<sup>th</sup> century was that of a region which brought together Northeast Asia, Southeast Asia, Oceania and the Americas. From its outset, however, CAPA took a broader view, one more in line with the 21<sup>st</sup> century concept of Indo-Pacific that included South Asia. It decided that the members of the profession in all countries in, or bordering, the Pacific Ocean should be eligible to join – subject, where relevant, to continuing their membership in other regional organisations. As an example, a member body in Central America would also be expected to retain membership in La Asociación Interamericana de Contabilidad (AIC).

The constitution was amended in 1989 to allow the admission of associate members, a category for professional accountancy bodies based in the region that did not necessarily meet the admission requirements for full members. The Association of Accounting Technicians of Sri Lanka was the first body to take up the associate option, in 1990, the same year that CAPA published its accounting technician training materials. Nonetheless, CAPA remained mindful of its commitment, first and foremost, to promoting the development of professional accountants in Asia Pacific.

- 1992 – CAPA HAS MEMBERS IN:**
- |                    |                          |
|--------------------|--------------------------|
| Australia          | Malaysia                 |
| Bangladesh         | Mexico                   |
| Canada             | New Zealand              |
| Chinese Taiwan     | Pakistan                 |
| Fiji               | Papua New Guinea         |
| France             | Philippines              |
| Hong Kong          | Singapore                |
| India              | Sri Lanka                |
| Indonesia          | Thailand                 |
| Japan              | United States of America |
| Korea, Republic of | Western Samoa            |

### Reflections on the Period

The accountancy profession was now committed wholeheartedly to the harmonisation, both regional and international, of accounting, auditing and education standards. It was no longer sufficient to gather at conferences every three or four years, however enjoyable and valuable this may have been for those who could attend. In creating a formal confederation, the profession in Asia Pacific made a clear statement: it was time to be taken seriously. This meant a constitution, a formal structure and funding, and dedicated staff, as well as dedicated volunteers – indeed, all the elements of a modern professional accountancy organisation. It also meant communication, not only with member bodies, but with development partners and other regional and international organisations. In addition, it meant a programme of research and publications. And finally, it meant branding.



**Eduardo M. Villanueva,**  
**Philippines,**  
**CAPA President,**  
**Oct 1979 – Nov 1983**



**Rosario C. Manahan**  
**Philippines**  
**Executive Secretary 1987 – 1990;**  
**Executive Director 1990 – 1994**

I congratulate CAPA on its 60<sup>th</sup> anniversary. It has truly gone a long way.

I am now based in the accounting and finance faculty at the University of Asia and the Pacific (Philippines) and am pleased to be able to use current CAPA publications in my academic research.



**Niladri K. Bose,**  
**India,**  
**CAPA President,**  
**Nov 1983 – May 1985**



**Hiroshi Kawakita,**  
**Japan,**  
**CAPA President,**  
**Nov 1986 – May 1988**



**Rex A. Anderson,**  
**New Zealand,**  
**CAPA President,**  
**May 1988 – Sept 1989**



**William J. Mercer,**  
**Canada,**  
**CAPA President,**  
**Oct 1991 – Sept 1993**



**Dr. John Osman Miller AO**  
**Australia**  
**CAPA President,**  
**May 1985 - Nov 1986**

Hello and congratulations on 60 years of CAPA.

My learnings from several great occasions in my ten years' association with CAPA may surprise you, in that, although the technical and professional sessions were of great importance, my most profound outcomes from three great conferences in Manila, Delhi and Melbourne were the long-lasting personal relationships that emerged. They were of great mutual benefit in other experiences as I established professorial and professional relationships in the SAFA region, China, Hong Kong and Japan. These highly valuable personal relationships were of great social and commercial relevance in my professional life after the honour of being your president. So yes, the technical content of the conference will again be "best ever", but your greatest benefit can come in the expansion of your personal networks, which I have found are both enduring and most valuable.

Best wishes to all participants.



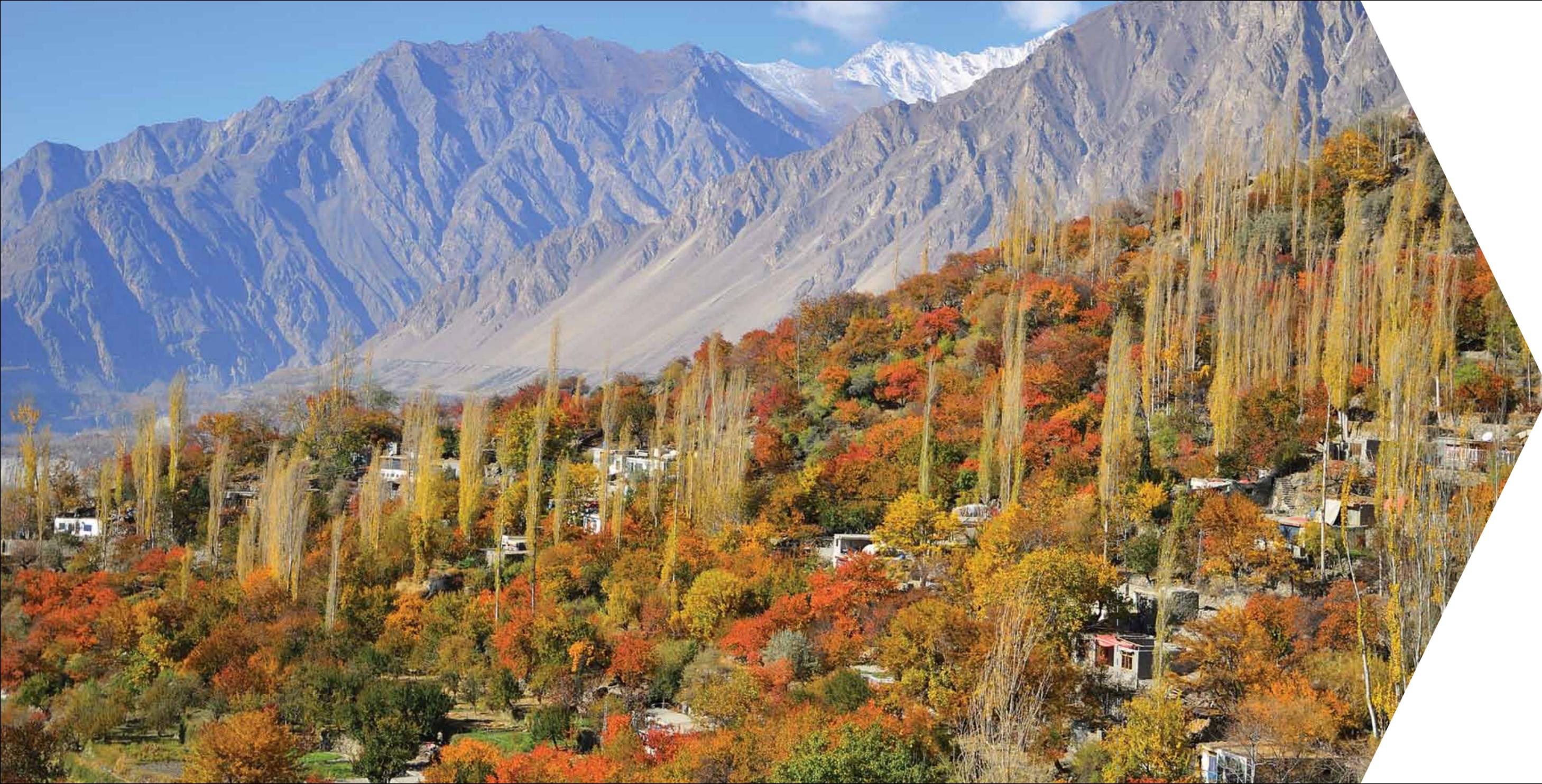
**Taesik Suh**  
**Republic of Korea**  
**CAPA President,**  
**Sept 1989 – Oct 1991**

Looking back over 30 years, there are two things in particular which come to mind.

First, our relationship with the Asian Development Bank and securing the grant aid critical to the delivery of the accounting technicians project. The Japanese Institute of Certified Public Accountants (Minoru Ohashi) had a special connection to the ADB. Rose Manahan, executive director, was so efficient in communicating with the bank. Consultant Professor Roger Hopkins was so thorough in carrying out the process. Rex Anderson, my predecessor as CAPA president, guided me and the executive committee at all times. I was so happy that we could conclude the major steps of the project during my two years as president.

Second, our work in clarifying eligibility for CAPA membership and securing the admission of the Chinese Institute of Certified Public Accountants.

All the best to CAPA in its sixtieth year!



1993 ➤ 2008

## GLOBALISATION AND GROWTH

*Autumn colours of Hunza Valley in Karimabad, Pakistan, with the Karakoram mountain range as backdrop. Such beautiful autumn foliage is also found across Asia in countries like China, Japan, Korea and near the Himalayan ranges in India and Nepal*

<b>1993</b>	<ul style="list-style-type: none"> <li>• 13<sup>th</sup> CAPA conference takes place in Canada</li> <li>• Douglas C. Oxley of Hong Kong is elected president</li> </ul>
<b>1994</b>	<ul style="list-style-type: none"> <li>• Secretariat relocates to Malaysia</li> <li>• Leong Chew Poon is appointed executive director and later, the first chief executive officer of CAPA</li> <li>• Khoo Mei Leng joins as administrative executive</li> <li>• Association of Accounting Technicians (AAT) – UK joins</li> </ul>
<b>1995</b>	<ul style="list-style-type: none"> <li>• Soon Kwai Choy of Malaysia is elected president</li> <li>• Vietnam joins ASEAN</li> </ul>
<b>1996</b>	<ul style="list-style-type: none"> <li>• 14<sup>th</sup> CAPA conference is held in Malaysia</li> <li>• Robert J.C. Jeffery of Australia is elected president</li> <li>• CAPA website launches</li> <li>• Chinese Institute of Certified Public Accountants (CICPA) joins</li> </ul>
<b>1997</b>	<ul style="list-style-type: none"> <li>• Laos, Myanmar join ASEAN; ASEAN Plus Three (APT) is created with China, Japan and Korea</li> <li>• Asian financial crisis occurs</li> </ul>
<b>1998</b>	<ul style="list-style-type: none"> <li>• Carlos R. Alindada of the Philippines is elected president</li> <li>• Institute of Chartered Accountants of Nepal (ICAN) joins</li> <li>• Accountancy Development Forum (ADF), precursor to IFAD, is created</li> </ul>
<b>1999</b>	<ul style="list-style-type: none"> <li>• International Forum on Accountancy Development (IFAD) is formed</li> <li>• Cambodia joins ASEAN</li> <li>• The Group of Twenty countries (G20) is formed</li> </ul>
<b>2000</b>	<ul style="list-style-type: none"> <li>• 15<sup>th</sup> CAPA conference is held in the Philippines</li> <li>• Ranel T. Wijesinha of Sri Lanka is elected president</li> <li>• Hong Kong Association of Accounting Technicians joins</li> <li>• Mongolian Institute of Certified Public Accountants (MonICPA) joins</li> <li>• Solomon Islands Institute of Accountants re-joins</li> <li>• Association of Chartered Certified Accountants (ACCA) joins in new “affiliate” category</li> <li>• International Accounting Standards Board (IASB) replaces the IASC</li> <li>• United Nations sets Millennium Development Goals and launches Global Compact</li> </ul>
<b>2001</b>	<ul style="list-style-type: none"> <li>• CAPA incorporates in Hong Kong</li> <li>• Forum of Firms is created</li> </ul>

<b>2002</b>	<ul style="list-style-type: none"> <li>• Li Yong of China is elected president</li> <li>• CAPA-ADB Train the Trainer workshops are held in Bangladesh and Vietnam</li> </ul>
<b>2003</b>	<ul style="list-style-type: none"> <li>• Robin Hamilton Harding of Canada is elected president</li> </ul>
<b>2004</b>	<ul style="list-style-type: none"> <li>• 16<sup>th</sup> CAPA conference takes place in Bangladesh</li> <li>• IFAC launches Statements of Membership Obligations</li> </ul>
<b>2005</b>	<ul style="list-style-type: none"> <li>• Shozo Yamazaki of Japan is elected president</li> <li>• Institute of Professional Accountants of Samara Region<sup>35</sup> joins</li> <li>• Pyongyang Office of Auditors of the Democratic People’s Republic of Korea (POA) joins</li> <li>• Public Interest Oversight Board (PIOB) is formed</li> <li>• International Forum of Independent Audit Regulators (IFIAR) is formed</li> </ul>
<b>2006</b>	<ul style="list-style-type: none"> <li>• IFAC small and medium-sized practices (SMP) forum is held in Hong Kong</li> <li>• CAPA strategy planning meeting takes place in the Philippines</li> </ul>
<b>2007</b>	<ul style="list-style-type: none"> <li>• 17<sup>th</sup> CAPA conference is held in Japan</li> <li>• Kamlesh S. Vikamsey of India is elected president</li> <li>• Institute of Chartered Accountants in England and Wales (ICAEW) joins</li> <li>• CAPA regional workshop on small- and medium-sized practices/entities (SMP/SME) issues takes place in Malaysia</li> <li>• Afghanistan joins South Asian Association for Regional Cooperation (SAARC)</li> </ul>
<b>2008</b>	<ul style="list-style-type: none"> <li>• Winnie Lee joins as executive assistant</li> <li>• Global financial crisis begins</li> </ul>

## Growing as an Organisation

The early 1990s were a period of wholesale review for CAPA, leading to the issue, in 1993, of its “Strategic Directions for the Accountancy Profession in the Asia-Pacific Region” – the first time that CAPA had set out in a document, clearly and publicly, its mission, objectives and targets. President Doug Oxley noted, “the strategic plans... provide new directions for CAPA in the approaching new millennium... improving the communication links among member bodies and amongst regional and international organisations to ensure greater effectiveness of our development plans and projects.”

After some agonising over location – the preferred options of Hong Kong and Singapore being ruled out as simply too expensive – CAPA moved its secretariat from Manila to Kuala Lumpur in 1994 and appointed Leong Chew Poon as its executive director and later, its first CEO. It then produced a marketing kit to explain who the organisation was and what it did. There was investment in information technology (IT), with the CAPA website on the internet launching in 1996. In addition, the constitution was revised in 1996 and again in 2000, leading to an increase in the number of seats on the executive committee to reflect growth in membership. An affiliate member category was introduced for professional accountancy bodies headquartered outside Asia Pacific and for international organisations.

Although CAPA had been formally constituted as a confederation since 1979, the legalities had not been completed. CAPA eventually registered in Hong Kong as a company limited by guarantee in 2001, and formed the first board of directors from members of the executive committee. CAPA introduced an audit committee in 2003.

**EXCOM ENDORSES STRATEGIC DIRECTIONS OF CAPA**

At the recently concluded strategic planning session of the CAPA Executive Committee (Excom) held in Kuala Lumpur last May, the Excom endorsed the Strategic Directions for the Accountancy Profession in the Asia Pacific Region. The strategic directions include the CAPA Mission Statement, objectives, ongoing and prospective activities. The document was circulated to all member organizations for them to comment and identify priority projects. An action plan will be formulated from these comments and priority projects.

The Strategic Directions will be presented to the CAPA member bodies at the Assembly of Delegates to be held in Vancouver during the 13th CAPA Conference this September.

**Mission Statement**  
CAPA is the organisation for the accountancy profession in the Asia Pacific region. The mission of CAPA is the development and enhancement of the profession in the Asia Pacific region to enable it to serve the public interest with services of consistent, high quality.

To achieve this mission, CAPA will pursue the following objectives:

**Objective One**  
Enhance the standards and development of the profession by providing technical, ethical and professional guidance and by promoting the adoption of IFAC and IASC pronouncements.

**Objective Two**  
Foster a strong and cohesive profession by promoting educational development, identifying emerging issues, coordinating with IFAC, other regional, intra-regional organisations and member bodies to achieve appropriate strategic objectives.

**Objective Three**  
Assist in the formation and development of national and intra-regional organisations which serve the interests of accountants in public practice, commerce and industry, the public sector and education.

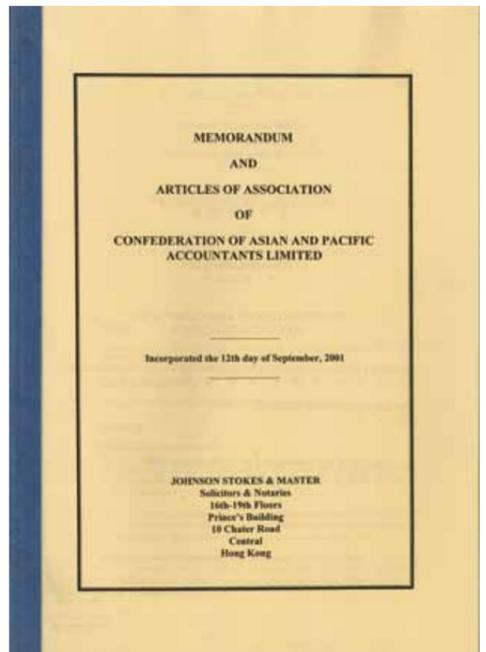
**Objective Four**  
Promote the profession’s role, responsibilities and achievements in advancing the interests of member bodies, while serving the public interest.

To achieve its objectives, CAPA must direct its strategies and efforts towards:

- Professional organisations and affiliate organisations within the broad scope of the accountancy profession. Affiliate organisations include associate member bodies and organisations which have a substantial interest in the work of CAPA and of the accountancy profession in general.
- A wider audience which includes international, regional and national organisations which rely on the work and output of accountants for socio-economic decision making.



**Douglas C. Oxley**  
Hong Kong  
CAPA President,  
Sept 1993 – Apr 1995



The first CAPA Memorandum and Articles of Association published in 2001.

**CAPA RELOCATES ITS SECRETARIAT**

The Confederation of Asian and Pacific Accountants (CAPA) has relocated its Secretariat from Manila to Kuala Lumpur. The Secretariat is now housed at the Malaysian Institute of Accountants (MIA) Secretariat in Brickfields, Kuala Lumpur. The decision for the relocation of the Secretariat by the Executive Committee of the CAPA was endorsed at the CAPA Assembly of Delegates which took place in conjunction with the 13th CAPA Conference held in Vancouver, Canada last year.

The Assembly thanked Philippines which has been the host for the CAPA Secretariat since 1979.

**ACKNOWLEDGEMENT**

The relocation of the CAPA secretariat from Manila, Philippines to Kuala Lumpur, Malaysia is now completed.

The secretariat wishes to thank CAPA's past Executive Director, Ms Rosario Manahan and her assistant for helping with matters of CAPA.

Special thanks to the Philippines Institute of Certified Public Accountants and to the Malaysian Institute of Accountants in helping to arrange the transfer of the secretariat and in managing the operations of the secretariat throughout the transitional period.

CAPA also thank those other organisations and individuals, who volunteered their assistance in various ways in helping and looking after the secretariat, thereby ensuring the smooth set up of the new secretariat in Kuala Lumpur.

**Thank you**

Article from CAPA Chronicle Jul-Sep 1994

**CAPA Gets its New Executive Director**



CAPA Executive Director ... Leong Chew-Poon.

The Confederation of Asian and Pacific Accountants (CAPA) appointed its new Executive Director, Mr Leong Chew-Poon with effect from July 1, 1994.

Mr Leong is a member of the Institute of Chartered Accountants in England and Wales (ICAEW). He is also a member of the Malaysian Institute of Accountants (MIA) and Malaysian Institute of Management (MIM).

Before this appointment, he joined some entrepreneurial start-up companies involved in bicycle helmets, pre-engineered buildings and the innovative use of polyester concrete as modern building materials.

Upon his return to Malaysia in 1984, after having worked in the public accounting firm and the accountancy profession in London for 7 years, Leong joined a public-listed company. His main duty was to oversee the operations of some of the company's subsidiaries during which he has successfully turned around its loss making subsidiary that was a leader in the inbound tourism industry.

During his tenure, he also represented his organisation where he has successfully presented a marketing proposal for a take-over exercise of a Malaysian franchise for an internationally established product.

Leong also has wide exposure in the electronic industry when he was with a fast growing company which involved in research, design and manufacturing of electronic products which are local market leaders. Here he was overall in charged in business management and the consolidation of the products' market position both locally and internationally

As part of his continuing professional development, Leong undertook a management course and was awarded an MBA from the Malaysian Institute of Management-Bath University in 1993.

Blessed with two children, Leong and his wife reside in a nearby town of Seremban, Negeri Sembilan.



CAPA rented a space on the 3rd floor of the Malaysian Institute of Accountants' (MIA) 5-storey building to house its Secretariat office in Kuala Lumpur.

**Members**

CAPA continued to recruit new members:

- 1994: The Association of Accounting Technicians (AAT) – UK
- 1996: Chinese Institute of Certified Public Accountants (CICPA)
- 1998: The Institute of Chartered Accountants of Nepal (ICAN)
- 2000: Mongolian Institute of Certified Public Accountants (MonICPA)  
Hong Kong Association of Accounting Technicians<sup>36</sup>  
Solomon Islands Institute of Accountants<sup>37</sup>  
Association of Chartered Certified Accountants (ACCA) as the first Affiliate
- 2005: Institute of Professional Accountants Samara Region<sup>38</sup> - Russian Federation  
Pyongyang Office of the Auditors of the Democratic People's Republic of Korea (POA)
- 2007: The Institute of Chartered Accountants in England and Wales (ICAEW)

It was quite a collection of new members – diverse in size, maturity, geography, specialisation and political and economic environment but brought together by their commitment to developing relationships in Asia Pacific and around the world. Membership movement was not only one-way, however. Mexico withdrew in 1995, and shortly after the admission of China, the professional body in Chinese Taiwan withdrew. The US withdrew in 1996, rejoining in 2008. In addition, for various reasons, CAPA saw representation from Southeast Asia decline between 1998 and 2005, with Indonesia-, Malaysia-, Singapore- and Thailand-based members leaving. Further, members from Hong Kong withdrew towards the end of this period.

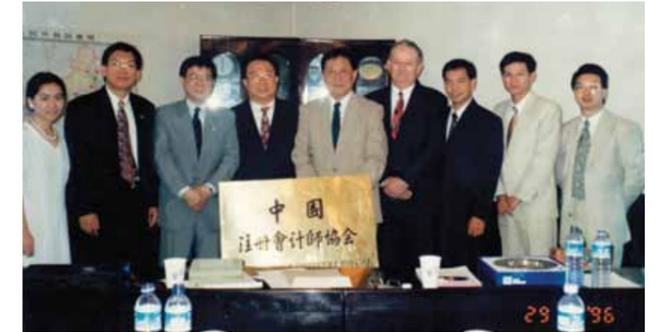
CICPA's membership in CAPA was significant. Although the profession in China was originally established in 1918, CICPA itself was only founded in 1988. Yet by 1996, when it joined CAPA, it already had 112,000 members and 200,000 students.

CICPA saw membership of CAPA, and of IFAC, which it joined the following year, as critical to its ambition of growing the quality of the Chinese profession by reaching out to international counterparts and drawing on international experience. Only six years later, Li Yong, assistant minister at China's Ministry of Finance and the CICPA representative on the board, was elected CAPA president.

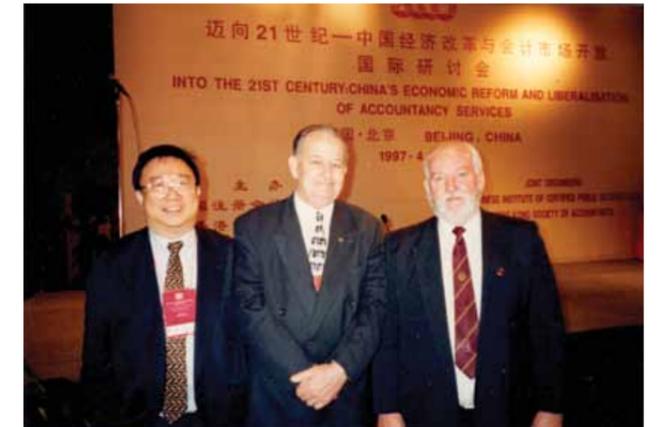
Funding arrangements remained challenging and the fee structure made it difficult for prospective members to calculate in advance how much membership would cost them. In 2007, a Fees Basis Review task force was asked by the board to find a more transparent and formal basis for calculating membership subscriptions than the existing three-band structure. However, the experience of similar groupings, such as IFAC, suggested that there could be merits in a system of "rough justice". The task force recommended retaining the existing fee structure, with the caveat that the positioning of members should be reviewed to ensure that they were within the appropriate band.

**2008 – CAPA HAS MEMBERS IN:**

- |                    |                                    |
|--------------------|------------------------------------|
| Australia          | Nepal                              |
| Bangladesh         | New Zealand                        |
| Canada             | Pakistan                           |
| China              | Papua New Guinea                   |
| Fiji               | Philippines                        |
| France             | Samara Region (Russian Federation) |
| Hong Kong          | Samoa                              |
| India              | Solomon Islands                    |
| Japan              | Sri Lanka                          |
| Korea, DPR of      | Thailand                           |
| Korea, Republic of | United Kingdom                     |
| Malaysia           | United States of America           |
| Mongolia           |                                    |



A small CAPA delegation visited the CICPA office in Beijing in July 1996 (from left to right) CICPA staff; representative from MIA; David Lam from CGA-Canada; Soon Kwai Choy, CAPA President; Cui Jian Min, CICPA President; Robert Jeffery, CAPA Deputy President; Leong Chew Poon, CAPA Executive Director; Dong Xiao-Chao, CICPA Deputy Secretary General; Chuck Zhang, CICPA staff and interpreter.



Shortly after CICPA was admitted into membership, CAPA members were invited to attend a conference in Beijing, China, titled 'Into the 21st Century: China's Economic Reform and Liberalisation of Accountancy Services'. Seen here are CAPA past presidents, Soon Kwai Choy (left) and Douglas Oxley (right), and Robert Jeffery, CAPA President.

<sup>36</sup> Now Hong Kong Institute of Accredited Accounting Technicians (HKIAAT)  
<sup>37</sup> Now Institute of Solomon Islands Accountants (ISIA)

<sup>38</sup> Now National Institute of Professional Accountants, Financial Managers and Economists (NIPA)

## Developing the Profession: Responding to Global Challenges

The 1990s were similar to the 1980s in many ways, as there was a great deal of confidence in, and commitment to, continuing growth. As President William J. Mercer of Canada wrote in the December 1991 CAPA Chronicle:

In this age of globalisation and the growing integration of markets, we are constantly reminded of the interdependence of the world community. Many barriers to trade and commerce have fallen and international investments are rising. Nowhere is this more evident than in the Asian-Pacific basin, now recognised as the fastest growing region in the world. Accountants play an integral role in this prosperity and expansion. As financial managers and business leaders, we are the driving force behind accurate financial information and the acceptance of international accounting standards.

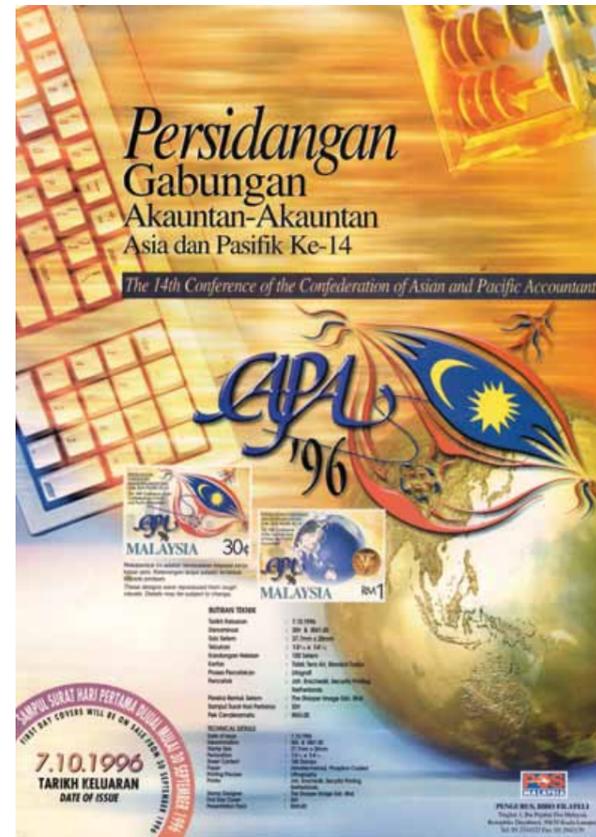
Confidence was also reflected in the themes of the 13<sup>th</sup>, 14<sup>th</sup> and 15<sup>th</sup> CAPA conferences of that decade:

- Opportunities in a Globalised Economy (Canada, 1993)
- The Asian Renaissance: Powerhouse of a New Millennium (Malaysia, 1996)
- Accountancy@Neweconomy:2000 (the Philippines, 2000)

As the March 1995 Chronicle told us in promoting the Malaysia conference, attended by 1,600 delegates:

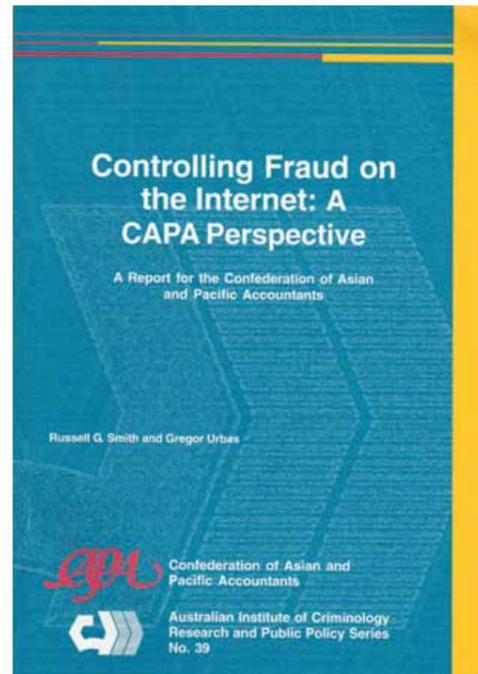
The Pacific Rim countries are entering an exciting, explosive age of fast growing economies and large trade surpluses. The new millennium is dawning and management gurus from this region can certainly teach the world a trick or two... Whilst challenges will have to be met, opportunities abound in the borderless world opened to accountants in the powerhouse of Asia in the new millennium. At the conference, participants will be able to visit this new era of prosperity in Asia.

The conference was certainly a great success, with the Malaysia government arranging the issue of celebratory postage stamps.



Postage stamps issued by the Malaysian post office to commemorate the 14th CAPA Conference held in 1996.

Along with the focus on growth, there was increasing interest in the impact of IT on the profession. A paper presented at the 1993 conference by Marshall Spence, president of the Canadian Electronic Data Interchange Council, foresaw “a truly paperless work environment”. This vision may still be a work-in-progress for many of us, but he was certainly headed in the right direction. Later that decade, CAPA joined the rest of the world in worrying about a millennium bug which, it was feared, would cause a crash of global IT systems.



Another IT related issue is the use of internet. CAPA commissioned the Australian Institute of Criminology to undertake a study of internet-related fraud as it affects business and government organisations, and in November 2000, published a report titled 'Controlling Fraud on the Internet: A CAPA Perspective'.

## Crisis – and More

Despite the optimism, there were some warning signs that global confidence might be misplaced. In fact, the cracks were beginning to show.

The Asian Financial Crisis, marked initially by the collapse of the Thai currency in July 1997, spread quickly, despite the seemingly sound fiscal policies of many of the countries most affected. There was real fear of a worldwide economic meltdown, and the International Monetary Fund (IMF) stepped in with a USD 40 billion stability programme tied to currency, banking and financial system reform. The G20 was formalised in 1999, reflecting the enormous importance of Asia Pacific, with nearly half the membership drawn from the Asia-Pacific region – including Australia, Canada, China, India, Indonesia, Japan, Korea and the US, as well as France and the UK, both of which had members in CAPA.

CAPA joined meetings initiated by the World Bank in 1998, along with IFAC, the other major regional accountancy organisations, IOSCO, the Organization for Economic Co-operation and Development (OECD), the United Nations and the major international accounting firms, to discuss the development of international accounting standards and ways of growing accounting capability and capacity in developing countries. These ideas and concerns were not new, but there was a renewed determination to make progress. CAPA president Robert J.C. Jeffery of Australia called the profession to account in the August 1998 Chronicle. What he said rings as true now as it did then.



**Robert J.C. Jeffery,**  
**Australia,**  
**CAPA President,**  
**Oct 1996 – Oct 1998**

International agencies such as the International Monetary Fund, the World Bank and the United Nations... consider that the accounting profession has much to answer for, in that our profession was preparing the accounts, auditing the accounts and presumably monitoring the financial health and aspects of corporate governance for both the private and public sectors.

Something went wrong!

The markets and the public were clearly not fully informed and “crony capitalism” was thriving behind opaque windows, where transparency was clearly called for.

...the profession... must raise its standards, ensure compliance with those standards, discipline or blow the whistle on those who fail to observe standards, and seek to place the accounting profession at the forefront of those who protect the integrity of financial and economic reports for the benefit of the whole community.

This statement was followed later that year by a message from the newly elected president, Carlos R. Alindada of the Philippines, who referenced specific cultural challenges facing CAPA members.

In the Asian and Pacific countries where we practice, there is a predominant static view of the accountant as one who provides answers but does not question. An accountant is one who is confined within a cloistered environment, not one who is willing to explore and be exposed to the challenges of the changing times. Is this the image that we wish to keep?

The answer is – clearly – no.

In short order, the International Forum of Accountancy Development (IFAD) was established in 1999, with CAPA represented. In addition, the UN launched its Millennium Development Goals in 2000, the IASC was strengthened to become the International Accounting Standards Board (IASB) in 2000, and the leading transnational audit firms established the Forum of Firms in 2001.

By 2000, the immediate panic about wide-scale economic collapse and the millennium bug seemed to be over. But the world’s economic problems were far from over. Enron collapsed in 2001, bringing down its auditor, the accounting firm Arthur Andersen, in 2002.

Perhaps not surprisingly, the themes of the 16<sup>th</sup> and 17<sup>th</sup> CAPA conferences in the same decade were slightly less bullish:

- Accounting Profession in the Global Economic Scenario (Bangladesh, 2004)
- How Professional Accountants Can Develop the Asian Economy (Japan, 2007)

Just as the IMF and others were praising East Asia for its strong recovery, the global financial crisis hit in 2008, particularly in the Americas and Europe. While the prevalence of economic ills and the failure of governments to implement sound, evidence-based policies were perhaps unchanging, public expectations of the profession were not.

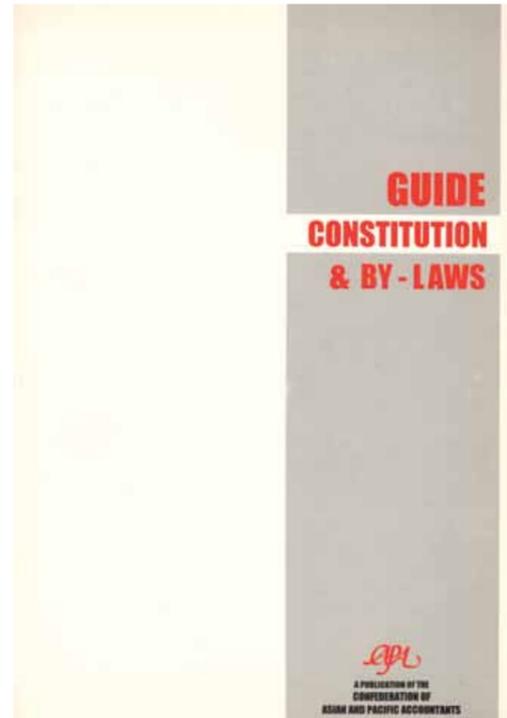
## Maintaining a Focus on Member Support

CAPA had been aware, from the first conference in 1957, of the need to support the profession in emerging economies. This need was crystallised in its Mission Statement of 1993, which committed to the development of the profession in Asia Pacific. So CAPA was already active in this area. It then served on the IFAC Developing Nations Task Force, which reported in 1995, framing a project to develop guidelines for new professional accountancy bodies. Afghanistan, Bhutan, Cambodia, Laos, the Maldives, Mauritius, Mongolia, Myanmar, the Solomon Islands, the South Pacific Islands and Vietnam were all identified as possible targets for assistance. The plan was to approach the profession in these countries, working in tandem with AFA and SAFA as appropriate. CAPA surveyed its member needs in 1998 and identified education and training, the management and operation of professional bodies, cost-effective standards for SMEs and corporate governance as the major concerns. There was still a demand, too, for CAPA to provide a clearing house for information and to facilitate relationships with IFAC and the IASC as well.

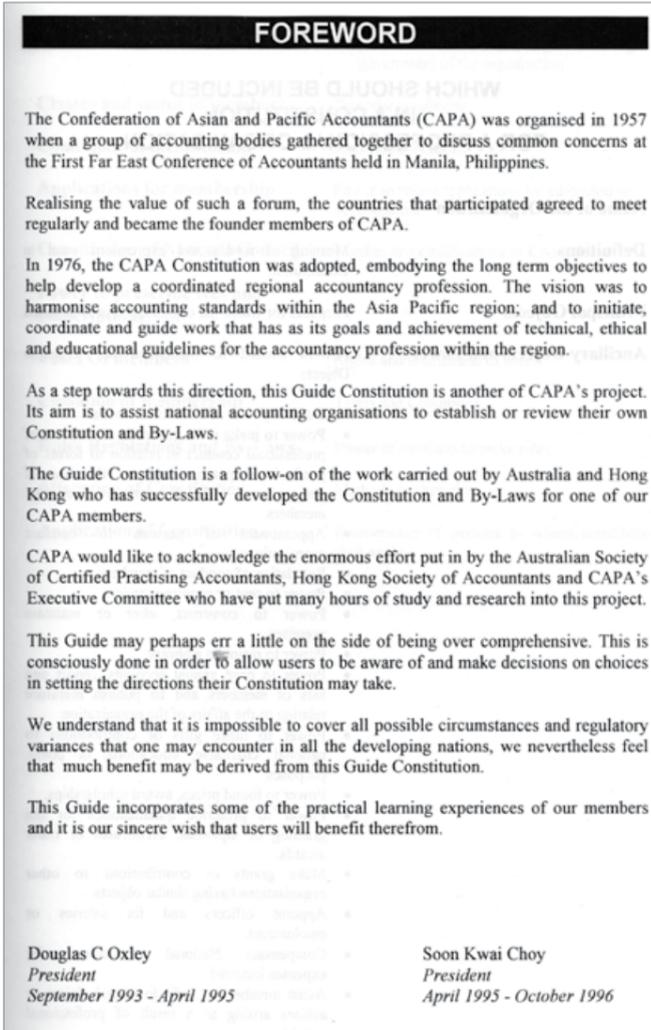
### Papua New Guinea

The first tangible success in assisting the emerging profession was CAPA's work on a new constitution and by-laws for the Papua New Guinea Institute of Accountants (PNGIA)<sup>39</sup>, published in 1995. In tandem, IFAC provided funding assistance, while Australia and Hong Kong provided guidance. These efforts were subsequently developed into a template for new national accounting organisations which was published in 1995 in print, as well as on a 3½" computer diskette using Microsoft Word.

Following the recommended constitutional changes, the PNGIA introduced a new category of membership for accounting technicians, along with examinations based on Australian models and mandatory continuing professional education (CPE). In addition, the PNGIA adopted International Accounting Standards (IASs) and appointed a full-time executive director.



CAPA published a template for developing constitution and by-laws for new accounting organisations to use as reference.



39 Now Certified Practising Accountants of Papua New Guinea (CPAPNG)

### Mongolia

CAPA was approached in 1993 by the National Association of Accountants of Mongolia (NAAM)<sup>40</sup> for help in developing both accounting education and the national professional body. Mongolia already received funding from the World Bank, ADB and the UN, and a new Accounting Act that year had adopted IASs in the hope of attracting foreign investment. However, the country's nascent private sector was struggling, as GDP was falling and inflation was on the rise.

With modest financing from IFAC, CAPA delegated initial fact-finding and relationship-building to the Japanese Institute of Certified Public Accountants (JICPA) and Korean Institute of Certified Public Accountants (KICPA). Fact-finding visits to Mongolia in 1994 led to reciprocal visits to Japan and Korea. Talks focused in particular on ways of implementing the government's Strategic Plan for Accounting and Auditing Capability in Mongolia which was seen as an essential element of a wider government plan to develop a market economy. While some concerns were expressed on the way forward and discussions appeared to stall, relationships were forged and the Mongolian Institute of Certified Public Accountants (MonICPA), as NAAM became, joined CAPA in 2000.

### Vietnam

Vietnam joined ASEAN in 1995, the same year that Dr. Dang Van Thanh, director of the Ministry of Finance (Accounts Regulation and Auditing), visited Malaysia and met CAPA's then-deputy president, Robert J.C. Jeffery. He hoped that Vietnam would one day become a CAPA member. President Jeffery later spoke about the regional audit profession at the 1997 International Conference in Hanoi, which was hosted by the Ministry of Finance and Euro TAP Viet<sup>41</sup>, a technical assistance programme providing aid to Vietnam. Once again, stronger relationships were forged, and it was no coincidence that Hanoi was selected in 2002 as a venue for a Train the Trainer workshop on accountancy education, supported by the ADB. Later, in 2008, the CAPA outreach programme held a strategic committee meeting in Hanoi with the Vietnamese profession and government. One of the professional bodies in Vietnam, the Vietnam Association of Certified Public Accountants (VACPA), was subsequently admitted as a member of CAPA in 2010.



Dr. Dang Van Thanh, Director of Account Regulations & Auditing Department, Ministry of Finance of Vietnam (left) receiving copies of CAPA Chronicle from CAPA Deputy President, Robert Jeffery (right) during his visit to CAPA Secretariat in July 1995.



CAPA's Strategy & Finance Committee members met with VACPA leadership at their office during an outreach visit to Hanoi in August 2008.



Mr. Truong Anh Hung, partner of Deloitte Vietnam, presented an overview of the accounting profession in Vietnam to the Strategy & Finance Committee members.

40 Now Mongolian Institute of Certified Public Accountants (MonICPA)

41 The European Commission's Technical Assistance Programme for transition to market economy in Vietnam

## Asian Development Bank (ADB)

The ADB issued in 2000 a diagnostic study of accounting and auditing practices in seven developing countries, including from Asia Pacific, Cambodia, China, Mongolia, Pakistan, Papua New Guinea and Vietnam. This was followed by a second study in 2003 which included Fiji, the Marshall Islands, the Philippines and Sri Lanka.

The ADB also agreed to provide a technical assistance programme to upgrade teaching standards, one which would be two-thirds funded by ADB and one-third by CAPA. Train the [accountancy] Trainer workshops were delivered by consultants Graeme Macmillan of Australia and Dr. Susela Devi of Malaysia. There were events in Dhaka for participants from Bangladesh, Nepal and Pakistan and in Hanoi for participants from Cambodia, Mongolia and Vietnam. Although the teaching was in English with interpreters, the training materials were subsequently translated into Cambodian, Mongolian, Nepalese and Vietnamese. Perhaps most valuable of all, the participants received the full text of all IASs, Interpretations and Exposure Drafts – essential materials, but frequently lacking in developing countries on the grounds of cost. (Two years later, CAPA secured a deal with the IASB to sell “IFRS 2004” at a special price to members in ten selected developing countries, with CAPA absorbing part of the cost. Three hundred copies were sold of the CAPA-branded book. A similar deal was later secured for “IFRS 2006”.)

It is unfortunate that the SARS<sup>42</sup> outbreak, which began in late 2002, caused the cancellation of several meetings and the abandonment of plans for a further workshop in Shanghai. It seems that CAPA was not having much luck during those years, as the 2004 strategic planning meeting, sponsored by the ADB in Manila, was hit by typhoon Xangsane. It is reassuring today to read that, “Despite disruption of travel plans and some of the meeting being held in the dark, all agenda items were fully addressed.”

President Robin Hamilton Harding stated at the time, “CAPA must continue to build on the excellent relationships as a result of our work with the ADB”. Events in subsequent years indicate that CAPA rose to this challenge.



Consultants and participants at the 2002 CAPA-ADB Training of Trainers Workshop in Dhaka (top) and Hanoi (bottom)



Training workshop materials in various languages and certificate of attendance for participants.



**Robin Hamilton Harding,**  
**Canada,**  
**CAPA President,**  
**Oct 2003 – Nov 2005**



The Strategic Review Task Force meeting sponsored by ADB in Manila in progress despite disruptions caused by typhoon Xangsane.



Consultants for the CAPA-ADB Training of Trainers Workshop, Graeme Macmillan (left) and Dr. Susela Devi (right) carried out discussions and preparation works at the Secretariat office in KL.

## CAPA Research

The Asian financial crisis spurred CAPA to publish three studies in 2003, followed by a fourth in 2004:

- **The Role of Accounting Disclosure in the East Asian Financial Crisis: An Evaluation of the Lessons Learned** looked at 73 entities in Indonesia, Malaysia, the Philippines, Korea and Thailand. Project consultants Dr. Chris Lambert and Dr. Cecilia Lambert of Australia used the World Bank Rahman report of 1998 on accounting disclosures at the time of the Asian financial crisis as a benchmark. The research indicated marked improvements in disclosure levels, transparency and compliance with IASs. It emphasised the critical role of the accountancy profession in raising quality and concluded that there was scope for a regional response to the harmonisation of standards.
- **A Framework for Differential Reporting: A Response to ISAR's Accounting and Financial Reporting Guidelines for SMEs** highlighted some shortcomings in the guidelines, namely, the lack of a coherent framework, too narrow a focus and a failure to explain the rationale for proposals. The report called for UNCTAD-ISAR<sup>43</sup> to work more closely with regional organisations like CAPA.
- **Audit Committees Structure in the Asia Pacific Region**, led by consultants Professor Andy Y. Ng and Edmund K.L. Wong of Hong Kong, aimed to prepare a model framework for audit committees, including their structure, independence, authority, role and responsibilities.
- **Competent Professional Accountants and the Challenges for Professional Accountancy Bodies: A Case Study**, researched by consultant Dr. Susela Devi of Malaysia, looked at the New Zealand experience of introducing a competence-based approach to the professional accountancy qualification, and drew some general conclusions.



## International Federation of Accountants (IFAC)

IFAC and CAPA were mutually supportive from the outset and in regular communication. While there may have been some frustrations – and the CAPA Chronicles of the time reflect a desire for greater Asia-Pacific member representation in IFAC and a determination to avoid unnecessary duplication of activity – the November 2002 visit by the IFAC president, René Ricol, was very much welcomed.

By 2005, the February-March Chronicle recorded that “The participation of IFAC in CAPA meetings has become a regular feature.” Perhaps what made the difference was the issue by IFAC of its Statements of Membership Obligations (SMOs) and the launch of its Membership Compliance Program (2004). CAPA committed fully to supporting the new IFAC information requirements and to advising its members on responding. These requirements were difficult to answer, with detailed and often complex data sought in English about the legal and professional environment within which each member body operated. Individual professional bodies had then to self-assess their level of compliance with the SMOs – again, a complicated task.



A certificate stating that CAPA is a regional organisation recognised by IFAC.



### Reflections on the Period

This period saw CAPA consolidating as an entity and continuing to grow in both its membership and its geography. As the 1990s confidence in growth and globalisation gave way to more sober concerns about the quality of the global financial infrastructure, so was the rationale strengthened for CAPA to focus on development objectives in partnership with the ADB and with IFAC. CAPA was truly beginning to show what it could do.



**Soon Kwai Choy**  
Malaysia  
CAPA President,  
Apr 1995 – Oct 1996

HAPPY BIRTHDAY CAPA as you complete your 60-year cycle and begin a new life.

I was fortunate to serve as President with the support of a great tutor in Professor Doug Oxley, Immediate Past

President, and with a very supportive Bob Jeffery as Deputy President.

The crowning glory was the admission of the Chinese Institute of Certified Public Accountants (CICPA) to full membership of CAPA on 7 October 1996, with particular credit due to the tireless efforts of the then CICPA Secretary-General Ding Ping Zhun. CICPA has since grown from strength and it is with great pride that I now see it playing a leadership role in the accounting world.

I am also proud of building CAPA's financial resources by initiating a quantum leap in membership fees. Better funding led to better staff and better results as CAPA developed international influence. CAPA's success is due to its dedicated staff. Special thanks to them all.

WELL DONE.



**Carlos R. Alindada**  
Philippines  
CAPA President,  
Oct 1998 – Nov 2000

We in the Philippines wish to congratulate CAPA on its 60<sup>th</sup> year of existence, more so since its roots can be traced to our country 60 years ago. We further wish CAPA continued success in its future endeavours and contributions to the accounting profession for at least the next 60 years.



**Ranel T. Wijesinha**  
Sri Lanka  
CAPA President,  
Nov 2000 – Apr 2002

In offering my congratulations to CAPA on its 60<sup>th</sup> anniversary and in reflecting on the period, I can do no better than quote from my presidential address in the Chronicle of February 2002, a salutary reminder that the profession must always be on the alert and has a real part to play in supporting ethics, discipline and good governance.

*The demise of Enron will call for changes in legislation and regulation, not only in the United States but also on a global and regional scale.*

*...systems and procedures, legislation and regulation, alone, will not always be potent enough to prevent a major corporate collapse. A necessary ingredient, then, is ethics and discipline. Personal values and corporate values of the highest acceptable level must converge and become the driving philosophy by which we live and work.*

*As a Regional Organisation, we must, together with our member bodies and on behalf of our 700,000 plus membership, work together with the other Regional Organizations in the Americas, Europe and Africa, as well as with IFAC, the IASB, IFAD and the Multilateral Funding agencies and Regional Development Banks, the UN and related bodies who are already working with IFAD, in order to collectively build a robust and sustainable future for business and the profession.*



**Li Yong**  
People's Republic of China  
CAPA President,  
Apr 2002 – Oct 2003

#### UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

VIENNA INTERNATIONAL CENTRE  
P.O. BOX 300, A-1400 VIENNA, AUSTRIA  
TELEPHONE: (+43 1) 260 26 3001 FAX: (+43 1) 263 3011 www.unido.org [odg@unido.org](mailto:odg@unido.org)

#### DIRECTOR GENERAL

On the occasion of CAPA's 60<sup>th</sup> anniversary, I would like to take this opportunity to extend my warmest congratulations, and send my best greetings to the CAPA board, its staff members, all its old colleagues and friends.

As one of the most important regional accounting organizations around the world, in the past 60 years, CAPA has achieved positive results in advancing development of the accountancy profession in the Asian and the Pacific region and even the world, coordinating and integrating resources and strength of its members, as well as promoting international accounting exchange and cooperation. As former CAPA President, I'm very proud of all these remarkable accomplishments.

Currently, the globalization of world economy and finance is just unfolding. The wave of scientific and technological progress centering on information technology is profoundly changing people's life. Global governance system and public sector reform are attracting more and more attention from the public. The accountancy profession is facing an honorable mission of achieving its own reform and development and better serving the cause of human progress.

In ancient China, people commemorate 60 years as the time cycle. Today, while we celebrate CAPA's 60<sup>th</sup> anniversary, I would rather view it as a new start of further development of CAPA. Looking forward to the future, I hope CAPA continues its leadership in building connections of communication and mutual help among professional accountants, promoting development of professional accounting organizations and serving the growth of the accountancy profession in the Asian and the Pacific region. In this way, CAPA will make contributions to the regional and global economic and social progress and an economic growth of higher quality, more resilient and more sustainable in the Asian and Pacific region.



**Shozo Yamazaki**  
Japan  
CAPA President,  
Nov 2005 – Oct 2007

CAPA is a hugely important organisation for the Asia-Pacific accountancy profession in a rapidly changing world.

During my service on the Board and as President, adoption of IFRS was identified as of particular importance. CAPA rose to the challenge, working with the Asian Development Bank to offer Train the Trainers workshops in Bangladesh and Vietnam, and with the IASB to make the text of IFRSs available at a discounted price.

We committed also to establishing sound relationships with the profession throughout the region, members and non-members alike, and my own professional body, the Japanese Institute of Certified Public Accountants, was proud to host the 17<sup>th</sup> conference in Osaka in 2007.



**CA Kamlesh S. Vikamsey**  
India  
CAPA President,  
Oct 2007 – Oct 2009

It gives me immense pride to join the 60<sup>th</sup> Anniversary celebrations. Congratulations to CAPA – both members and secretariat – on reaching this wonderful milestone. I send my best wishes for the future.

I was privileged to serve at a time of growing maturity, when our new focus on governance reform and support for members set the direction for the CAPA of today.

A strong and ethical accountancy profession is an important yardstick for evaluating the development of a nation's business and economy. CAPA's role has become even more critical in this era of liberalisation and globalisation, as Asia Pacific meets the challenges of one of the greatest economic expansions in human history. Now, more than ever, professional accountants in this region are essential to the sustainability of long-term growth through their work in business and industry, in public practice and in government service.

I have every confidence that the profession in Asia Pacific – CAPA and its members – will demonstrate the requisite knowledge and skills to rise to these challenges.

I am sure the best of CAPA is yet to come and wish it many further glorious decades ahead.



2009 ➔ 2017

# MATURITY

*City scape of Kuala Lumpur, Malaysia, a metropolitan city that has developed over the decades and is still growing. Malaysia celebrated its 60<sup>th</sup> independence day on 31 August 2017.*

**2009**

- Brian Blood is appointed chief executive
- In-Ki Joo of Korea is elected president
- Civil war in Sri Lanka ends

**2010**

- Train the trainer workshops for international financial reporting standards (IFRS) for small to medium enterprises (SMEs) are held in Malaysia and India
- Vietnam Association of Certified Public Accountants (VACPA) joins
- International Integrated Reporting Council is established

**2011**

- 18<sup>th</sup> CAPA conference is held in Australia
- Keith Wedlock of New Zealand is elected president
- Memorandum of Understanding to Strengthen Accountancy and Improve Collaboration (MOSAIC) is signed
- Institute of Public Accountants (in Australia) joins

**2012**

- Public Sector Financial Management Committee (PSFMC) is formed
- Professional Accountancy Organisation Development Committee (PAODC) is formed
- International Integrated Reporting Council (IIRC) office is established in Japan
- International Accounting Standards Board (IASB) office is established in Japan

**2013**

- Sujeewa Mudalige of Sri Lanka is elected president
- CPD Systems project funded by the World Bank commences

**2014**

- Financial Reporting for Economic Development (FRED 1) is held in Sri Lanka
- CAPA's Maturity Model for the Development of Professional Accountancy Organisations is launched

**2015**

- Jackie Poirier of Canada is elected as CAPA's first female president
- Association of Accounting Technicians (AAT) joins
- Chartered Institute of Public Finance and Accountancy (CIPFA) joins
- CAPA establishes independent office for the Secretariat
- 19<sup>th</sup> CAPA Conference is held in Korea
- QA for Audit project funded by the Asian Development Bank commences
- United Nations sets Sustainable Development Goals

**2016**

- Institute of Certified Management Accountants (CMA) of Sri Lanka joins
- Financial Reform for Economic Development (FRED 2) is held in Malaysia
- Jean Ettridge of the UK becomes the first recipient of the CAPA Distinguished Contribution Award

**2017**

- International Forum of Independent Audit Regulators' (IFIAR's) secretariat is established in Tokyo
- Lyle Handfield of Canada becomes the second recipient of the CAPA Distinguished Contribution Award
- CAPA celebrates its sixtieth anniversary

### Maturing as a Member Organisation

In 2008, the Strategy and Finance Committee met in China. One of the participants, Brian Blood, an Ernst & Young partner and a former president of CPA Australia, facilitated a day-long strategic planning session for the committee. Fast-forward 18 months, and Brian was asked to take on the role of chief executive in late 2009. By this stage, he knew the people, understood professional membership bodies, and had experience of CAPA and how it worked and – sometimes – didn't.

A clearer structure and greater transparency were introduced to clarify the distinction between the role of the volunteer board and the role of management. Particular attention was paid to the implementation of strategy and to the management of finances. In addition, the fee structure was reviewed, eventually leading to the current arrangements whereby subscriptions are member body, rather than country, based. There was consultation on member needs and attention to governance, with the development of a detailed policy and procedures manual.

New branding was also introduced, the website was revamped, the organisation agreed on new vision and mission statements, and CAPA's values were newly articulated. The strategy continued to get clearer from that point, with CAPA focusing on matters where it felt it could make the biggest difference with the limited resources it had available. By the end of the period, CAPA was more confident with its direction and issued its first ever value proposition statement designed both for an external audience and for the board and member bodies.

*(Below) In late June 2015, CAPA established its first independent office. Hitherto, CAPA has enjoyed co-location with the Malaysian Institute of Accountants, who themselves were about to move office. CAPA's secretariat relocated to a new space in a commercial building within the same vicinity.*



As of 2017, the official value, vision and mission statements and the value proposition were as follows:

**Vision – for the profession in the region**  
 For the regional accountancy profession to be recognised as essential to strong and sustainable organisations, financial markets and economies

**Vision – for CAPA as an organisation**  
 As an inspirational leader for the accountancy profession in Asia Pacific

**Mission**  
 To develop, coordinate and advance the accountancy profession in the region by:

- Contributing to the formation and development of strong and sustainable professional accountancy organisations
- Fostering a cohesive accountancy profession within the region
- Promoting the benefits of high-quality financial and professional management and reporting in the public, not-for-profit and private sectors, including international standards in accounting, audit, ethics and accounting education
- Advocating the value of professional accountants in the region and speaking out on public interest issue

**Values**  
 CAPA embrace these core values:

- Trust
- Respect
- Cooperation
- Inclusiveness
- Positive attitude
- Excellence
- Kaizen, or continuous improvement.

### VALUE PROPOSITION

#### The Power of CAPA

CAPA provides a unique regional platform, created by an inclusive community of committed professional accountancy organisations in Asia Pacific.

Members and other stakeholders gain a trusted partner, capable of collaborating efficiently and effectively to achieve mutual goals.

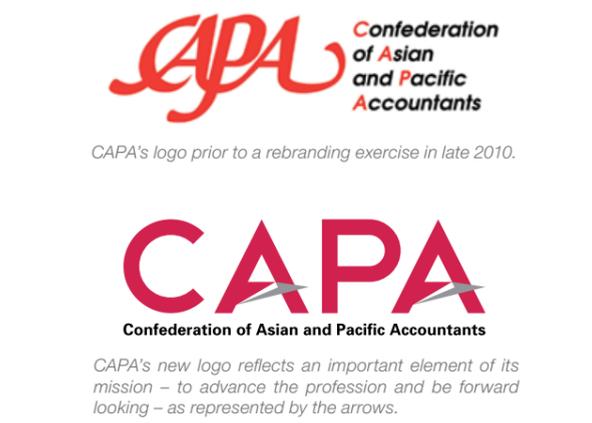
**A Trusted Intermediary**  
 CAPA has a reputation built on credibility, reliability, objectivity and impartiality.

Stakeholders value, and members prosper from, these characteristics.

Members gain one or more of the following benefits:

- Development Support** through facilitation and sharing of knowledge and experience
- Increased Status** by leveraging the trusted brand, reputation and influence of CAPA and its members
- Enhanced Voice** when advocating on national and regional matters
- Extended Reach** with CAPA linking and convening stakeholders, experts and decision-makers
- Relationship Network** collaborating with fellow PAOs and other stakeholders on matters of mutual interest

*Gains arise from the synergistic benefits of a broad array of cultures, history and experiences.*



*CAPA's website was revamped following the launch of its new corporate logo.*

## IFRS for SMEs Train the Trainer Workshops

Even as these organisational changes were taking place, CAPA continued to run appropriate programmes. It had long been committed to the concept of global standards, and this commitment came to fruition in 2010 when CAPA teamed up with the International Accounting Standards Committee Foundation (IASCF) to deliver Train the Trainer workshops on the newly released IFRS for SMEs. ADB was keen to support this effort, and participants from eight developing countries were fully funded to attend. For others, a nominal fee was charged to cover facilities, materials and refreshments, but even this fee was waived for those less able to pay.

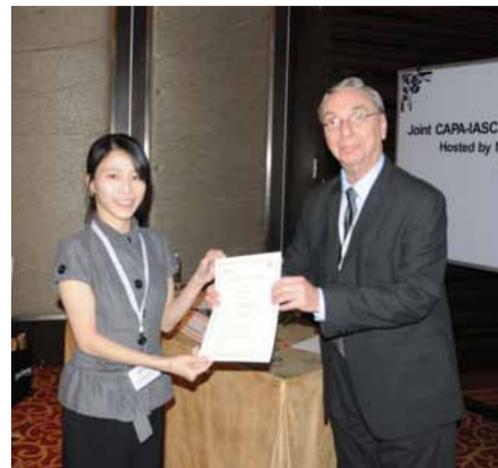
The first workshop was held in Kuala Lumpur with the support of the Malaysian profession and was attended by participants from Bangladesh, Brunei, Cambodia, Hong Kong, Indonesia, D.P.R. Korea, Malaysia, Mongolia, Papua New Guinea, Samoa and Singapore.

The second, only a week later, was hosted by the Indian Institute of Chartered Accountants (ICAI) in Hyderabad and was attended by participants from Bangladesh, India, Nepal and Sri Lanka.

All participants were required to commit to replicating locally the training they received. Within six months, approximately 80 trainers had reached or organised to reach some 4,500 accountants across the region.



The IFRS for SMEs Train the Trainer workshops were held in January 2010 at two locations – Kuala Lumpur, Malaysia (top) and Hyderabad, India (bottom).



Trainers, Paul Pacter (left) and Michael Wells (right), presenting certificates of attendance to workshop participants.



## Members

CAPA continued to develop closer relationships with longer-term members and to recruit new members, including:

- 2010:** Vietnam Association of Certified Public Accountants (VACPA)
- 2011:** Institute of Public Accountants (IPA) - in Australia
- 2015:** Association of Accounting Technicians (AAT) - UK (rejoined) Chartered Institute of Public Finance and Accountancy (CIPFA)
- 2016:** Institute of Certified Management Accountants of Sri Lanka (CMA Sri Lanka)

In addition, long-term members in Fiji, Mongolia, Samoa and Papua New Guinea received their first visits from a CAPA delegation.



CAPA's first visit to Fiji was an outreach meeting by the Strategy Committee in August 2010. A roundtable discussion was held with the leaders and management of the Fiji Institute of Accountants and the institute delivered a member body presentation.

### 2017 – CAPA HAS MEMBERS IN:

Australia	New Zealand
Bangladesh	Pakistan
Canada	Papua New Guinea
China	Philippines
Fiji	Samara Region (Russian Federation)
France	Samoa
India	Solomon Islands
Japan	Sri Lanka
Korea, Republic of	United Kingdom
Korea, DPR of	United States of America
Mongolia	Vietnam
Nepal	



CAPA paid its first visit to Mongolia in July 2011, and invited representatives from IFAC to join in. Discussions enhanced the understanding of the institute, leading to their admission to IFAC a few years later.



The Samoa Institute of Accountants took the opportunity to stage a forum for its members when CAPA first visited Samoa in August 2013. Representatives of CAPA's PAO Development Committee spoke at the conference in various panel sessions about public practice, business and the public sector.



The Hon. Tuilaepa Lupesoliai Sialele Malielegaoi, Prime Minister of Samoa (centre), delivered a keynote address at the forum, whilst Keith Wedlock, CAPA President (right), presented an overview of the accountancy profession in the region.

## Conferences

During this period, CAPA held its 18<sup>th</sup> and 19<sup>th</sup> conferences with these themes:

- APAC Powerhouse: Opportunities for the Accounting Profession (Australia, 2011)
- Asian Accountants – Leading the Way, Inspiring the Future (Korea, 2015)

However, some consideration was also given to the long-term future of such conferences. This deliberation partly reflected the introduction of an ongoing initiative titled the Financial Reform for Economic Development (FRED) Forum. Supported by the World Bank, which included significant financial assistance for invitees from developing countries, the forum concept aimed to gather together decision-makers and influencers across the region at special, invitation-only gatherings. Two such forums were staged:

- FRED 1 – The Financial Reporting Supply Chain (Sri Lanka, 2014)
- FRED 2 – Public Sector Forum: Driving Future Outcomes from Past Experience (Malaysia, 2016)

Notwithstanding the introduction of such forums, the board and members decided to maintain the CAPA conferences, while introducing new ideas as to its focus. The 20<sup>th</sup> CAPA Conference is anticipated in 2020.



A special plenary address at the 18th conference by General Peter J. Cosgrove AC MC, former Chief of the Australian Defence Force, and from 2014, Governor-General of the Commonwealth of Australia.



CAPA presidents at the 18th conference in Brisbane, Australia, (left to right) Kamlesh Vikamsey (2007-2009), In Ki Joo (2009-2011), John Miller (1985-1986), Ranel Wijesinha (2000-2002), Shozo Yamazaki (2005-2007).



The 19th conference in Seoul, Korea, utilised modern technology and applications, a first for CAPA conferences, allowing the host to provide seamless and efficient services, and creating a unique experience for participants.



The first plenary session of the 19th conference in Seoul, Korea, brought together (left to right) Sung-Won Kang, KICPA president; Kimitaka Mori, JICPA president; Shuping Feng, CICPA president; Olivia Kirtley, IFAC president; and chair of the session, Sujeewa Mudalige, CAPA president – a unique moment in the Asian accounting scene.



In conjunction with CAPA Seoul 2015, KICPA interviewed prominent national and international female leaders in the accountancy profession to focus on how they've become leaders, the forces that shape them and their vision and their reflection on leadership. Olivia Kirtley, IFAC President, Aiko Sekine, Deputy President of JICPA, Ji Hee Suh, Partner of KPMG Samjong, and Joy Thomas, Executive Vice President of CPA Canada, offer an insight into their individual's values, leadership competences and attributes. The interviews are conducted by Anna Yoon, Head of International Affairs Team at KICPA.



A scene from the 18th conference in Brisbane, Australia: Ian Ball, CEO of IFAC (first on left), chaired a plenary session about the evolving role of the accounting profession in the Asia-Pacific region with panellists (second left to right) Li Yong, China's Vice Minister of Finance and CAPA past president; In Ki Joo, CAPA president; Alex Malley, CEO of CPA Australia; Graham Meyer, CEO of ICAA; Mark Gold, ACCA president.



Representatives from the co-organisers of FRED 1 held in May 2014, in Sri Lanka (left to right) Fily Sissoko, Manager SAR Region Financial Management, World Bank; Sujeewa Mudalige, CAPA president; Lasantha Wickremasinghe, CA Sri Lanka deputy president; keynote speaker, Ajith Nivard Cabraal, Governor of the Central Bank of Sri Lanka; Arjuna Herath, CA Sri Lanka president; Fayezul Choudhury, IFAC CEO.



Prof. Mervyn King, Chairman of International Integrated Reporting Council, provided much insight on integrated reporting and its implementation in Asia at the FRED 1 forum in Sri Lanka.



A panel at FRED 2 held in May 2016, in Malaysia, explored the challenges of implementing IPSAS (left to right) Srinivasan Janardanam, Principal Financial Management Specialist, ADB; Ting Choo Wai, Executive Director, Public Sector Finance, PwC Malaysia; Binsar H. Simanjuntak, Indonesian Government Accounting Standards Committee; Ian Carruthers, Chair, IPSAS Board; Rajendra Prasad Nepal, Financial Comptroller General of Nepal.



## CAPA Evolves

By the early 2010s, CAPA now had its house fully in order. With the medium- to long-term strategy established and several improvements in governance, CAPA was able to make some important structural and operating changes. With full responsibility for strategy resting with the board, and an audit committee renamed the Governance and Audit committee to reflect an expanded mandate, CAPA no longer needed the Strategy and Finance Committee. Instead, it introduced two working committees with specific focuses on the board-approved strategies of developing professional accountancy organisations and of improving public sector financial management respectively.

### Objectives of the PAO Development Committee (PAODC)

- Facilitate relationships and activities that contribute to the development of PAOs in the region
- Identify and support development of relationships and partnerships with key stakeholders, particularly development partners – globally, regionally and in-country
- Identify and prioritise key regional and country-specific needs and develop strategies and plans to address those needs
- Identify and share relevant knowledge, tools and guidance to assist in the development of PAOs
- Coordinate CAPA activities with any relevant activities of IFAC's PAODC
- If requested by a PAO, provide assistance to that PAO to both obtain IFAC membership and access partnering or mentoring support
- Advocate to IFAC on PAO development matters that the global profession should address

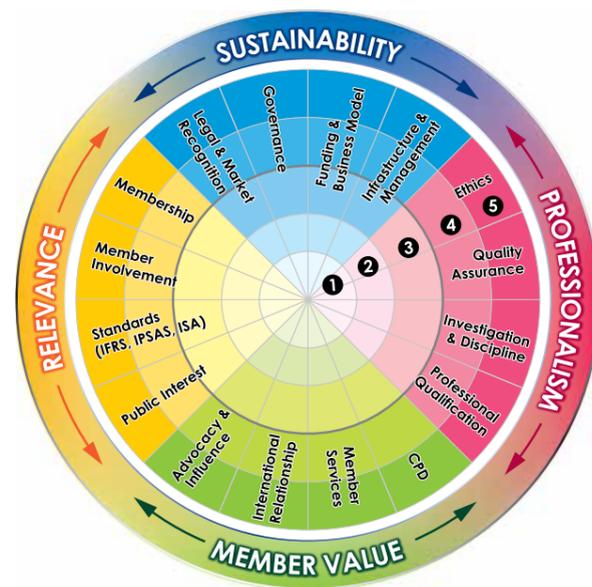
## Developing the Profession

Finding ways to assist in the development of the profession in Asia Pacific was, of course, nothing new for CAPA. Right from the beginning, the membership had been an interesting mix of the large, the small, the highly mature, the barely started, those in high-income economies and those in low. Even at the early conferences, CAPA members had shared their knowledge about the roles, responsibilities and practicalities of running professional accountancy organisations (PAOs), or "member bodies", as they were then known.

The PAO Development Committee (PAODC) was established in 2012 and started work on what was to become CAPA's Maturity Model, designed to assist in PAO development. After discussing the initial concept with IFAC, CAPA decided to take the lead, although the initiative was an ambitious one for CAPA, with its limited resources.

The model identified the four fundamental characteristics of a successful PAO – sustainability, relevance, professionalism and member value – and looked at each in turn to determine key success areas. Each success area documented five levels of progress, ranging from just starting up to fully mature. Used wisely and with openness and honesty, the model was, and is, a flexible self-assessment tool for PAOs committed to change and improvement, whatever their age and history and however well- or poorly-resourced they may be.

The draft model was road-tested in outreach sessions in the Pacific region in which the national PAOs and government agencies worked with CAPA PAODC members and development partners. CAPA launched the Maturity Model in 2014 in Sri Lanka at the World Bank-sponsored FRED Forum, and continued to use it as the basis for outreach sessions with PAOs in Southeast Asia in 2014, the Pacific again in 2015 and 2017, and in Mongolia in 2016.



Representatives of the Vietnam Association of Certified Public Accountants presented the findings of their self-assessment at a Maturity Model workshop held in Hanoi in August 2014, after the publication was formally launched a few months earlier.

This experience with a number of different PAOs identified the need for supplementary guidance – and CAPA decided to take up this challenge as well. First up was an online Continuing Professional Development (CPD) Systems Toolkit with an associated guide and training kit. It was one of the outcomes of a World Bank-funded project fulfilled by Accounting & Audit Reform Consultants Ltd and the ACCA working with PAOs to improve CPD systems in Mongolia, the Philippines and Vietnam. It explains why CPD matters, what system elements are required for CPD and how the online toolkit should be used. It was published with the endorsement of IFAC.



The Mongolian Institute of Certified Public Accountants (MonICPA) presented findings of their Maturity Model self-assessment to the PAO Development Committee at an outreach meeting in Ulaanbaatar, in July 2016. Discussions also touched on the CPD Systems Toolkit and Guide funded by the World Bank, where MonICPA was one of the funded recipients.

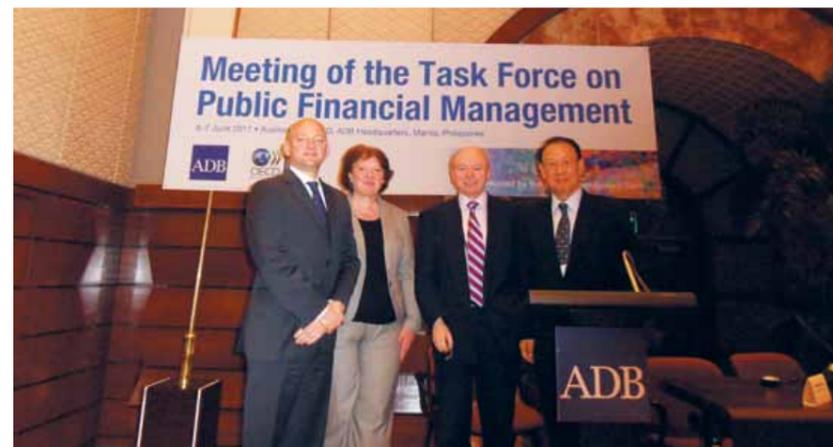
A Quality Assurance (QA) for Audit guide followed, prepared by ICAEW as one element of a larger ADB-funded project in Cambodia, Laos, Nepal and Samoa. The work in those countries to develop specific roadmaps to introduce QA was completed in early 2017. ADB subsequently extended the project, appointing ICAEW to assist with implementing the roadmaps and establishing sustainable QA for audit systems.

During the time that these two guides were produced as part of wider projects, CAPA set about producing other guides to support the Maturity Model. Issued in mid-2017 was Investigation and Discipline, and due for publication by the end of 2017 is Governance. In the meantime, work has started on other guides, including Funding and Business Model. All guides are made available to the profession globally.



## MOSAIC: Memorandum of Understanding to Strengthen Accountancy and Improve Collaboration

The global profession signed a memorandum of understanding (MoU) with a wide range of development partners in November 2011 in Busan, Korea. Signatories included IFAC, the Asian Development Bank, the Australian Government Department of Foreign Affairs and Trade, New Zealand Aid Programme, USAID, UKAID and the World Bank. CAPA was at the signing ceremony and has attended steering committee meetings since. These and other development partners are important stakeholders and often attend CAPA meetings.



Prior to the signing of MOSAIC in Busan in November 2011, the OECD-DAC's Working Party on Aid Effectiveness Task Force on Public Financial Management (PFM) met in Manila in June 2011 to deliberate on the final draft of the MoU. From left to right: Russell Guthrie, IFAC Director of Quality Assurance; Deborah Williams, Chair of IFAC's PAO Development Committee; Anthony Hegarty, The World Bank Chief Financial Management Officer & Head of Financial Management Sector Board; In Ki Joo, CAPA President, at the OECD-DAC Task Force on PFM meeting in Manila.

Following the meeting in June 2011, the OECD-DAC PFM Task Force issued the "Manila Consensus on PFM" document.

Task Force on Public Financial Management

**Manila Consensus on Public Financial Management**  
**Partnering to Strengthen Public Financial Management for Effective States**

We, representatives of partner countries, multilateral and bilateral development organizations, parliaments and civil society<sup>1</sup> note that strengthening Public Financial Management (PFM) is essential for effective and sustainable economic management and public service delivery. We recognize that weak PFM systems can be detrimental to development outcomes. States can only be effective and accountable when they are underpinned by good PFM institutions and systems.

We urge Partner Countries to be ambitious in strengthening their PFM systems through credible reform programmes. We call on Development Partners to deliver important commitments made in Paris and in Accra on the need to increase the amount of external assistance that flows through a country's PFM system- not as an end in itself- but as part of efforts to improve implementation of public policy and its results for sustainable development.

The Manila Consensus on Public Financial Management is not a 'new recipe' on PFM, but rather both a recognition and a deepening of efforts to strengthen and use country PFM systems. Recognising that: (i) more needs to be done at country level to support and strengthen PFM as an essential component of better economic governance; and (ii) international fora can assist in providing a peer review mechanism as well as a platform for knowledge sharing on strengthening and using country PFM systems, we propose the following for Busan and beyond:

- I. We call on Partner Countries to demonstrate their political commitment to strengthening PFM through a credible reform programme, to ensure independent and well-resourced oversight institutions, and to increase transparency for better accountability to the public including through CSOs for all public resources, not only aid.
- II. We call on Development Partners to honour their political commitment, in coordination with Partner Countries, to support capacity development in PFM and domestic revenue mobilisation and progressively increase their use of components of PFM systems for all aid modalities in order to contribute to achieving poverty alleviation.
- III. We recognize the opportunity for Climate Change Finance to utilize country systems to the extent possible.
- IV. We urge Development Partners to harmonise fiduciary and other risk assessments based on existing PFM assessment tools.
- V. We urge Partner Countries and Development Partners to better define and monitor the outcomes of PFM reform programmes and PFM system use by Development Partners and to communicate to their respective publics these benefits for sustainable development outcomes.
- VI. We recognize the need to review the monitoring frameworks on the strengthening and use of country systems at country level, including capturing partial use of country systems, and results from diagnostics which were not available at the time of the Paris Declaration (namely, PEFA).

In implementing these commitments, at country level, we call on Partner Countries and Development Partners, together, to strengthen policy dialogue and elaborate specific and actionable implementation plans to address the strengthening and use of country PFM systems in a co-ordinated and sustainable manner over the medium to long term. At international level, we recommend that a knowledge sharing and peer review platform on PFM be sustained and appropriate mechanisms developed in that regard post-HLF-4.

We support and encourage all development actors to base their activities and actions on the recommendations elaborated in Manila based on the work undertaken in the Task Force on Public Financial Management (2009-2011) – and as outlined in the following Annex to the "Manila Consensus".

<sup>1</sup> The following countries and organisations were present at the Task Force on PFM meeting in Manila on 6-7 June: African Development Bank, Asian Development Bank, Australia, Bangladesh, Better Aid, Cambodia, Canada, Confederation of Asian and Pacific Accountants, European Commission, Finland, Gambia, Germany, Ghana, Inter-American Development Bank, International Federation of Accountants, International Fund for Agricultural Development, Korea, Liberia, Mauritius, Mongolia, Nepal, Netherlands, New Zealand, OECD, Papua New Guinea, PEFA, Philippines, South Africa, Swaziland, Sweden, Uganda, United Kingdom, Vietnam, World Bank, Zambia

## Advancing Public Sector Financial Management

A second major strand of activity for CAPA reflected a growing emphasis on improved governmental financial reporting, as well as related demands for accountability and transparency. CAPA issued a position statement on the topic and held a conference in May 2011 in Seoul, Korea, titled Improving Public Sector Financial Management. This conference was an important milestone in CAPA's history, as it led to embedding this focus in its strategy.

### POSITION STATEMENT

The Confederation of Asian and Pacific Accountants (CAPA) fully supports and encourages the convergence towards International Public Sector Accounting Standards (IPSAS) by all member countries in the Asia-Pacific region to assist in the improvement of public sector financial management.

Users of financial reports produced by the private sector have, for many years, demanded and supported the development of globally accepted high quality financial reporting standards. These users have included regulators and central government agencies. This has resulted in an increasing number of countries adopting and implementing International Financial Reporting Standards (IFRS) as the financial reporting norm for the private sector.

Concurrently there is a growing international movement to improve financial reporting in the public sector. This has resulted in many countries initially adopting cash-based accounting; moving to a more sophisticated accrual basis for financial reporting; and finally a number are adopting and implementing accrual-based IPSAS.

Improving the quality of financial reporting in the public sector is viewed by CAPA as critical in addressing the huge risks, such as unexpected sovereign debt crisis situations that may remain obscured when robust accounting and reporting techniques are not used in the public sector.

From a public interest perspective the more effective monitoring of financial performance within public sector entities is critical. CAPA supports accrual-based financial reporting as the only means to provide the necessary high quality, transparent reporting of public sector activities and position.

Achievement of this ensures that the same high standards of financial reporting are applied by both the private and public sectors of an economy – thus leading to better informed decision-making at both the micro and macro levels.

CAPA, therefore, calls for governments in the Asia-Pacific region to fully recognise the need for robust financial systems, and to lead changes in public sector accounting and reporting to support enhanced public sector financial management.



The 'Improving Public Sector Financial Management Conference' held in May 2011 was co-organised with KICPA and supported by various international and Korean organisations, including sponsorship from the Korean big 4 accounting firms.



More than 120 participants from 19 countries in the Asia-Pacific region attended the conference, ranging from public sector officials, professionals in practice, development partners and academics. Some of the VIPs seated at the front row are Ou-Hyung Kwon, KICPA President (first on left) and Jaeseek Park, Director General, Treasury Bureau, Ministry of Strategy & Finance of Korea (second from left), who both presented a keynote address.



Chairs and speakers of the conference (front row, left to right) Brian Blood, CAPA Chief Executive; In Ki Joo, CAPA President; Sang-Ro Kim, Senior Officer, National Accounting Standards Centre, Korea; Hidetaka Tabata, Section Chief, Public Accounting Office, Budget Bureau, Ministry of Finance, Japan; Gillian Fawcett, Head of Public Sector, ACCA; Tadashi Sekikawa, Board Member, Japan, IPSASB; Andreas Bergmann, Chair, IPSASB; Keith Wedlock, CAPA Deputy President; Lou Hong, Deputy Director General, Treasury Department, Ministry of Finance, China; Tony Hegarty, Chief Financial Management Officer, World Bank; (back row, left to right) Alan Edwards, International Director, CIPFA; Neil Wallace, Senior Financial Management Specialist, ADB; Tony Dale, Chief Executive, Accounting Standards Review Board, New Zealand; Geoff Applebee, CAPA Board Member, Australia.

A Public Sector Financial Management Committee was established shortly thereafter, commencing in 2012. Its first thought piece, *The Eight Key Elements of PFM Success*, was unique in that it was aimed at PAOs, equipping them to discuss with relevant government officials the enabling foundations upon which country systems should be based.

The first thought piece gave rise to a second, *Attracting and Retaining Finance Personnel in the Public Sector*, published in 2016. This piece recognised the lack of appropriately qualified personnel so common to the public sector and advocated a multi-stakeholder approach that brings together policy shapers and influencers, such as politicians, citizens, donors and lenders; advocates, such as academics, supreme audit institutions and PAOs; and the front-line, that is, the central finance agencies, human resource functions and the finance personnel themselves, to address the challenge.

Once again, the materials were endorsed by IFAC, and again, CAPA used the thinking and ideas in outreach with governments, development partners and PAOs during roundtable sessions in Nepal, Bangladesh, the Philippines and Mongolia.

**Objectives of the Public Sector Financial Management Committee (PSFMC)**

- Identify and support the development of relationships with key stakeholders – globally, regionally and in-country
- Promote the importance, value and benefits of high-quality public sector financial management (PSFM)
- Identify and prioritise regional and country-specific needs with regard to PSFM and develop strategies and plans to address those needs
- Identify and share relevant knowledge and tools and provide guidance to assist in the development of high-quality PSFM, both regionally and in-country
- Promote high-quality internal and external reporting and public sector auditing based on International Public Sector Accounting Standards (IPSASs), International Financial Reporting Standards (IFRSs) and International Standards on Auditing (ISAs)
- Advocate to IFAC on PSFM matters that the global profession should address



*"The Eight Key Elements of PFM Success" publication was used to guide discussions at the Philippines Public Sector Roundtable event a day after it was officially launched in Manila in March 2014.*



*Dr. Tran Van Ta, VACPA President, and a former Vice Minister in the Ministry of Finance, discussed the state of public financial management in Vietnam in the context of "The Eight Key Elements of PFM Success" during CAPA's outreach visit to Hanoi in August 2014.*



*Leaders of the public sector and accountancy profession referring to "The Eight Key Elements of PFM Success" publication at the Nepal Public Sector Roundtable event held in Kathmandu, in March 2015.*



*CAPA's Public Sector Financial Management Committee had an opportunity to pilot test a working draft of the "Attracting & Retaining Finance Personnel in the Public Sector" publication at a roundtable event held in Dhaka in February 2016. Other participants effectively represented one of the nine stakeholders identified in the publication, including the Bangladesh accountancy profession.*

**Supreme Audit Institutions**

This focus on the public sector spurred CAPA to reach out to other stakeholders, and CAPA attended its first meeting with the Pacific Association of Supreme Audit Institutions (PASAI) in Samoa in 2014. It followed up with meetings in Vanuatu in 2015 and in Tuvalu in 2017, as well as meeting the Asian Organization of Supreme Audit Institutions (ASOSAI) in Indonesia in 2014 and in Malaysia in 2015.

## Reflections on the Period

CAPA's sixth decade has certainly been its most productive. It has matured as an organisation both in structure and in confidence. The CAPA Conference remains a special event in the calendar, however it is all the activities in between that are now defining the organisation.

Continuing strong relationships with the World Bank and the Asian Development Bank are evidenced by CAPA's facilitation of donor-funded projects and participation in MOSAIC.

CAPA continues to work closely with IFAC and fellow regional organisations and to support its member bodies, large and small. It has a clear strategy and a clear focus on the two themes of PAO development and public sector financial management. At the same time, as resources permit, it gets involved in other contemporary matters ranging from accounting technicians to integrated reporting <IR>. CAPA is not afraid to experiment, to find different ways of achieving its goals, to reach out to new and important stakeholders and to develop new thinking. In short, CAPA has found its feet.

None of this would have been possible without the support, over so many years, of its outstanding membership and board, nor the dedication of its staff.



**Professor In-Ki Joo**  
**Republic of Korea**  
**CAPA President,**  
**Oct 2009 – Oct 2011**

The 60<sup>th</sup> anniversary has a special meaning in Asian culture. One cycle of life is considered to be 60 years – so every life will be reborn every 60 years. And a 60 year anniversary is celebrated as demonstrating proof of a valued life. It is similar to the Western concept of a diamond jubilee.

I therefore congratulate CAPA on its 60<sup>th</sup> anniversary.

CAPA now starts a new cycle of life in unpredictable and fast-moving times, the 4<sup>th</sup> Industrial Revolution. While this second life may well be difficult, I am certain CAPA will thrive for a further 60 years, building on its experience and its network of strong relationships with institutions and with individuals. I have every confidence in CAPA's determination and commitment to promoting the profession in the public interest. CAPA will work hard to be the best regional organisation in the world.

CAPA, it is for you to boldly go, in your second life.



**Keith Wedlock**  
**New Zealand**  
**CAPA President,**  
**Oct 2011 – Nov 2013**

My sincere best wishes to CAPA on the celebration of its first 60 years. The very title "Confederation" sums it up. A union of members united for a common purpose or action. A union of members which strengthens not only the individual professional accounting organisations but the wider profession. A union of members which has undertaken some great work.

CAPA has achieved real common purpose with clearly defined strategies that deliver value to its members and enable it to speak out with credibility for the profession in Asia Pacific.

It has been my privilege to have met and worked with so many wonderful and talented people. Congratulations to all involved. I wish CAPA all the very best for the future.



**Sujeewa Mudalige**  
**Sri Lanka**  
**CAPA President,**  
**Nov 2013 – Oct 2015**

I extend my sincere congratulations to CAPA on its 60<sup>th</sup> anniversary.

From the outset, CAPA has been a leader in developing the accountancy profession in Asia Pacific and in fostering cooperation with regulators, donor institutions, governments and other stakeholders. Its conferences offer reflection on the opportunities and threats facing the profession in an ever-changing macro-economic landscape, with a particular focus on the role of the profession in safeguarding the public interest.

None of CAPA's achievements would be possible without the commitment and support of member organisations, board members, and the energetic and committed secretariat led in recent times by Brian Blood and ably supported by Mei Leng and Winnie Lee.

I am extremely happy to have been involved with CAPA for over a decade and I wish them well in their future endeavours.



On behalf of the International Financial Reporting Standards (IFRS) Foundation, we extend our heartfelt congratulations to the Confederation of Asia and Pacific Accountants for completing sixty successful years of supporting the accounting profession and enhancing cross-border collaboration in the Asia-Pacific region.

CAPA has played a crucial role as a supporter of IFRS Standards; the organisation has helped educate users of the financial statements and fostered trust, growth and long-term stability in capital markets. With its 32 members representing more than 1.6 million accountants, CAPA brings together the people that help make the financial markets work.

Here at the International Accounting Standards Board and the IFRS Foundation, we cherish our cooperation with CAPA, a partner in our efforts to maintain stability and transparency throughout the financial world. Over the last sixty years, the organisation has established an excellent record of accomplishment in strengthening the accounting profession and contributing to the development of sustainable financial markets, which is at the very heart of everything we do.

Our Standards are now used in more than 125 countries worldwide, and in the last few years we have begun to see large Asian companies accelerating their transition to IFRS Standards. Members of CAPA are among our many ears and eyes on the ground and your input to standard-setting is crucial. Thanks to that, the future of financial reporting across Asia does look rosy. We would like to encourage you to continue engaging with us during the next sixty years and beyond.

**The International Accounting Standards Board**



The IAASB wholeheartedly congratulates CAPA on its 60<sup>th</sup> anniversary.

Equally, we thank CAPA for its many efforts to promulgate and support the IAASB's auditing and other standards. This includes the great input from our board members coming from Asia Pacific (currently one third of our 18 members) and their technical advisors, which reflects their many dialogues with a variety of Asia Pacific stakeholders. Further, we acknowledge the many comment letters from CAPA members to our consultations.

All in all: you deserve a good party – happy birthday!



The IAESB offers warm congratulations on your 60<sup>th</sup> anniversary.

CAPA should be proud of the leadership it displays in helping develop a strong accountancy profession – one that is capable of adapting to the challenges of the future, adding value and meeting the high expectations of their employers and the public. CAPA has consistently demonstrated commitment, a commitment that we share, to keeping the profession strong through education, most recently through the publication of its Toolkit for Strengthening CPD (Continuing Professional Development) Systems.

CAPA's contributions as a member of the IAESB Consultative Advisory Group are always appreciated and we look forward to continuing to work together in the future.



The IPSASB congratulates CAPA warmly on its 60<sup>th</sup> anniversary.

CAPA has been at the forefront of efforts to champion the accountancy profession in the public sector in the Asia and Pacific regions. In particular, CAPA has sought to demonstrate the centrality of sound public financial management to the achievement of broader social and economic goals.

IPSASB is particularly grateful for the strong support that CAPA has given its global standard-setting activities and the way in which it has offered IPSASB the opportunity to interact with CAPA member bodies on such a regular basis. IPSASB looks forward to a continuing and successful relationship with CAPA over the next 60 years.



The IESBA congratulates CAPA on its 60<sup>th</sup> anniversary.

We very much value CAPA's steadfast commitment to maintaining ethical behaviour as the core of a strong accountancy profession in Asia Pacific. For strong ethics means a strong accountancy profession and is the basis for building public trust. The IESBA welcomes the unique perspectives of the Asia Pacific region and looks forward to continuing to interact with CAPA and its members in the decades to come.

We wish CAPA joyous celebrations.



On behalf of IFAC and all our members around the world, we congratulate CAPA on its 60<sup>th</sup> anniversary.

Over the last 60 years, you have worked tirelessly to advocate for a trusted, relevant and valued accountancy profession throughout the Asia Pacific region and globally. CAPA's work has been highly supportive of our global vision and mission, and we appreciate your commitment to strengthening professional accountancy organizations, enhancing public sector transparency and accountability, and—ultimately—advancing economies.

As CAPA looks to the next 60 years with anticipation, we encourage you to continue to contribute to the development of a strong, cohesive and sustainable accountancy profession in the region. Congratulations on this important milestone.



CAPA is the principal partner of the Pan African Federation of Accountants (PAFA) in influencing the development agenda for the accountancy profession within IFAC and beyond. CAPA has held our hand during our formative years by giving unfettered access to tools and advice. We look forward to continuing our cooperation with CAPA during the years to come.

PAFA joins the rest of the accountancy profession worldwide in congratulating CAPA as it celebrates its sixtieth anniversary.



Congratulations on your 60<sup>th</sup> anniversary as an inspirational leader of the accountancy profession in Asia Pacific.

During this time, CAPA has demonstrated its commitment to championing the integration of the profession in the region and to supporting the development of a strong profession that acts ethically in the public interest.



Congratulations on supporting your members for 60 years! This is a truly momentous occasion on which to reflect and celebrate the past, as well as look forward to new opportunities. CAPA has enabled relationship-building and knowledge-sharing in Asia Pacific, a tremendous accomplishment in developing the profession.

As a fellow regional organisation, representing 50 institutes, we understand the importance of bringing together members to work towards a common goal. Accountancy Europe and CAPA also share the aim of ensuring the success of the profession in the future by enhancing its relevance and reputation. Despite our geographic separation, our collaboration at IFAC meetings is testament to how much we have in common, both in trying to create value for our members and in acting as thought leaders. In today's global world, we must continue to value these common goals as well as our strong personal relationships.

We look forward to continuing to work with you at IFAC and to seeing you at the 2018 World Congress of Accountants in Sydney.



Sincere congratulations to CAPA on your 60<sup>th</sup> Anniversary.

Over the past 60 years, CAPA has contributed to the development of the accountancy profession in the Asia-Pacific region by providing a common platform for members drawn from developed and developing countries. This relationship building and knowledge sharing promotes the development of a strong accountancy profession in the region.

It is heartening to note that CAPA's members include all 9 SAFA members who work with CAPA on joint activities and events related to topical professional issues, covering both the private and public sectors, in South Asia. SAFA member bodies have significant representation on the CAPA Board including, from 2017-19, Manoj Fadnis of the ICAI as president. We at SAFA look forward to continuing to work closely with CAPA in developing the accountancy profession in the region.

**South Asian Federation of Accountants (SAFA)**



ASEAN Federation of Accountants

Congratulations on your 60<sup>th</sup> anniversary.

AFA values our communication and cooperation with CAPA as a fellow grouping of PAOs in working toward strengthening the role of accountants in contributing to national, regional and global economies. We look forward to the next 60 years and beyond of continuing collaboration with CAPA towards the development of the accountancy profession in the Asia-Pacific region.



As CAPA celebrates its 60<sup>th</sup> anniversary, the Asian Development Bank (ADB) celebrates its 50<sup>th</sup>. ADB works to support economic development and poverty reduction in Asia and the Pacific, and has assessed that annual investments of USD 1.7 trillion will be needed to 2030 if we are to maintain the momentum.

Challenges persist. These include capacity, alignment of national practices with global standards, and adequate funding. Professional accountancy organisations (PAOs) are critical to addressing these challenges. They play a key role in setting, interpreting, and promulgating international standards in accounting and audit; providing training and outreach to a wide audience to promote the benefits of high-quality financial information; and liaising with governments and international, regional and national organisations. PAOs contribute to the development of robust public sector financial management, enhanced transparency and accountability and efficient and effective capital markets.

CAPA's extensive reach in Asia and Pacific has provided ADB with an invaluable partner in developing knowledge products, including guidance material for sound public financial management systems and quality assurance for audit, as well as country specific roadmaps to strengthen ADB members' financial infrastructure.

We congratulate CAPA on its 60<sup>th</sup> anniversary and look forward to future collaboration to support sustainable development in Asia and the Pacific.



The World Bank is pleased to acknowledge CAPA as a valued collaboration partner for the development of accounting and auditing across the Asian and Pacific region. CAPA's mission includes objectives closely aligned with the World Bank's development objectives.

Over the last decade CAPA has made a strong contribution to the development of the accountancy profession. It has hosted several regional events and workshops (some of them jointly with the Bank) that have greatly assisted in raising the profile of the accountancy profession and the key role accountants play in economic development.

CAPA has also taken a number of initiatives to support the development of capacity for its member professional accountancy organizations and the broader accountancy profession in both private and public sectors. Under CAPA's leadership several very useful good practice guides and other publications have been prepared to support capacity development.

On the occasion of the 60<sup>th</sup> anniversary, we sincerely congratulate CAPA on its achievements and look forward to ongoing collaboration and future success.

## CAPA Member Organisations – as at 2017

CAPA has three categories of membership – Member, Associate and Affiliate – reflecting the different types of accountancy-related organisations that operate either directly or indirectly within the region.

### MEMBER



CPA Australia



The Institute of Public Accountants (IPA)



Chartered Accountants Australia and New Zealand (CAANZ)



The Institute of Chartered Accountants of Bangladesh (ICAB)



The Institute of Cost and Management Accountants of Bangladesh (ICMAB)



Chartered Professional Accountants of Canada (CPA Canada)



The Chinese Institute of Certified Public Accountants (CICPA)



Fiji Institute of Accountants (FIA)



The Institute of Chartered Accountants of India (ICAI)



The Institute of Cost Accountants of India (ICAI)



The Japanese Institute of Certified Public Accountants (JICPA)



The Korean Institute of Certified Public Accountants (KICPA)



Mongolian Institute of Certified Public Accountants (MonICPA)



The Institute of Chartered Accountants of Nepal (ICAN)



The Institute of Chartered Accountants of Pakistan (ICAP)



The Institute of Cost and Management Accountants of Pakistan (ICMAP)



Certified Practising Accountants Papua New Guinea (CPAPNG)



The Philippine Institute of Certified Public Accountants (PICPA)



Samoa Institute of Accountants (SIA)



The Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka)



Association of Accounting Technicians of Sri Lanka (AATSL)



The Institute of Certified Management Accountants of Sri Lanka (CMASL)



American Institute of Certified Public Accountants (AICPA)



Vietnam Association of Certified Public Accountants (VACPA)

### ASSOCIATE



Pyongyang Office of Auditors of the D.P.R. of Korea (POA)



National Institute of Professional Accountants, Financial Managers and Economists (NIPA)



Institute of Solomon Islands Accountants (ISIA)

### AFFILIATE



Délégation Internationale pour l'audit et la Comptabilité (France)

#### Representing:

Compagnie Nationale des Commissaires aux Comptes (CNCC – France)

Conseil Supérieur de l'Ordre des Experts-Comptables (CSOEC – France)



ACCA (Association of Chartered Certified Accountants)



ICAEW (The Institute of Chartered Accountants in England and Wales)



Association of Accounting Technicians (AAT)



The Chartered Institute of Public Finance and Accountancy (CIPFA)

## AFTERWORD



### 2017...

In 1963 – shortly after CAPA's second conference – John F. Kennedy said, "Time and the world do not stand still. Change is the law of life. And those who look only to the past or the present are certain to miss the future."

In celebrating CAPA's achievements, it would certainly be easy to lose sight of what lies ahead. However, if our history teaches us anything, it is surely that the challenges of the future are similar to those of the past, even in today's ever-changing, ever-turbulent political and economic environment. To paraphrase Confucius, "Study the past if you would define the future", and Buddha, who noted, "What we are today comes from our thoughts of yesterday, and our present thoughts build our life of tomorrow."

CAPA's first sixty years have seen the world live through the post-World War II years, the Asian financial crisis and the global financial crisis, as well as the current global challenges of war, instability, climate change, food and energy shortages, migration, corruption, rapidly changing technology and a growing lack of accountability. The list seems endless, and it can be overwhelming for politicians and policy makers, let alone accountants.

How can we, as accountants, help? Right from the start, CAPA has acknowledged the responsibilities of the profession to do what

it can. In his opening address at the First Far East Conference in 1957, Gregorio S. Licaros, president of the Philippine Institute of Accountants, said "we are duty bound to offer our services and our specialised knowledge in helping assess economic situations or conditions clearly for proper policy decisions" and spoke of the "similarity of the problems confronting most of our countries today".

Despite its tremendous geographical sweep, CAPA as an entity is small, with a tiny budget and only three (albeit highly dedicated) staff. Limited resources mean strict discipline. As a result, CAPA focuses on activities that no one else is leading and in which, as a grouping of professional accountancy organisations in Asia Pacific, it believes it can make a real difference. While CAPA has always been willing to collaborate with other organisations, this has often been *ad hoc*, with CAPA responding to opportunities as they arise. Such collaborations, particularly with development partners, are now integral to CAPA's strategy, as CAPA has learned – sometimes the hard way – that to make a difference, it is essential to work for the longer term.

Making an impact is difficult and time-consuming work.

### ...and counting

No question about it, CAPA has come a long way in 60 years. More than ever, the accountancy profession is recognised as having a crucial role to play in encouraging and supporting sustainable economic growth and financial stability. We see real opportunities to make a difference in Asia Pacific, where CAPA member bodies, representing well over half of the world's qualified accountants, are based or have a significant interest.

CAPA can, and will, continue to play its part in Asia Pacific, working with our fellow accountants, governments and standard-setters as well as development partners and educators. Our commitment as a member organisation to partnership and outreach will stay at the heart of our activities. We will continue to support the development of professional accountancy organisations, particularly in the low and lower middle-income countries of Asia Pacific. We will also continue to support the strengthening and professionalising of public sector financial management. And, given that in many parts of the region accountancy knowledge and skills are in desperately short supply, we will continue to look at ways to address this challenge.

There is no shortage of things to do. Yet whatever the demands we face, we will stay true to our values, remain committed to our vision and continue to pursue our mission.

**Manoj Fadnis**  
President, 2017-2019

# THE PRODUCTION TEAM

## Researcher and Writer



Jean Ettridge is based in London and was formerly head of international affairs at the Institute of Chartered Accountants in England and Wales (ICAEW). She represented ICAEW at CAPA from 2007 to 2016 and was the first recipient of the CAPA Distinguished Contribution Award.

**Editor:**  
Alice Griffiths

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Monogram Concepts Sdn. Bhd.

## Secretariat

The Secretariat office has now been based in Kuala Lumpur, Malaysia for twenty-three years.

The position of chief executive has been held for eight years by Brian Blood, an experienced accountant and previous partner of global accounting firms, as well as a former president and chair of CPA Australia, a founding member of CAPA. The secretariat office is managed by Khoo Mei Leng (Manager, Regional Development), assisted by Winnie Lee (Executive, Regional Communications & Events), who have been with CAPA for twenty-three and nine years, respectively.

The Secretariat maintains and archives many historical records, including legal and governance documentation, meeting minutes and papers, newsletters, publications and photographs. Records are not always complete from earlier years, however, using the available records, care has been taken to faithfully portray the history of CAPA for its first sixty years.



*From left to right: Brian, Winnie and Mei Leng*



1957 - 2017

**INSPIRING THE FUTURE**

**CAPA**

**Confederation of Asian and Pacific Accountants**

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