

2026 Strategic Priorities and Work Plan

1. Introduction

This paper is prepared to facilitate a discussion regarding the proposed 2026 Strategic Priorities and Work Plan.

2. Commentary

Based on engagement with our members and stakeholders, review of CAPA's current strategy and operational reviews as well as current key developments in the profession, 4 strategic priorities have been identified for 2026. These priorities are important to advancing CAPA's mission, strengthening our influence and ensuring CAPA's sustainable growth.

Strategy Priority 1: Enhancing member value

To deliver greater value to our members, we will focus on four key areas:

- ✓ Strengthen Collective Regional Voice
- ✓ Expand platforms for Networking & Connections
- ✓ Raise profile of PAOs
- ✓ Support PAO Development

Activities identified under these key areas are designed to ensure members derive tangible benefits.

Strategy Priority 2: Elevating the visibility and profile of CAPA

A strong and visible CAPA amplifies our impact, influence and credibility. By strategically raising our profile, we strengthen CAPA's position as the authoritative voice of the region, increasing opportunities for partnerships and thought leadership.

- ✓ Elevate CAPA's Digital Presence & engagement
- ✓ New Thought leadership Initiatives
- ✓ Active Support for Member & Partner initiatives
- ✓ Broaden CAPA's reach beyond the profession

Strategy Priority 3: Strengthening Stakeholder Engagement

A meaningful and mutually beneficial engagement with key stakeholders is essential to understanding evolving needs, expectations and opportunities for collaboration for greater impact and value for our members. Through structured relationship-building and dialogues, CAPA will remain relevant and be trusted partner.

- ✓ Engagement with IFAC
- ✓ Engagement with Regional Partners - AFA, SAFA
- ✓ Engagement with Aid Organisations
- ✓ Engagement with Standard Setters

Strategy Priority 4: Refining Strategy, Governance and Operations.

The proposed initiatives under this priority are foundational to the successful delivery of the first three priorities. They encompass a strategy refresh, governance enhancements and operational improvements. Key components include updates to governance frameworks, outsourcing of key support functions, technology improvement particularly in data security, management and accessibility, HR transformation and relocation to workplace that is aligned with CAPA evolving needs.

- ✓ Strategy Refresh
- ✓ Governance Enhancements
- ✓ Operations Improvements

Key themes for 2026

Activities will be aligned with three main themes that both relevant and emerging for the profession. Focussing on these themes will help ensure CAPA continues to deliver activities that matter to members and profession while strengthening its visibility, relevance and influence. At the same time, CAPA will remain agile, adapting its programmes to respond to any significant developments that may arise affecting members and the profession.

1. Enhancing the Value and Attractiveness of the Profession
2. Digital and AI
3. Sustainability

2026 WORK PLAN**Strategic Priority 1: Enhancing Member Value**

| Key Areas | Key Activities | Timeline |
|--|--|---|
| SP1.1. Strengthen Collective Regional Voice | <ul style="list-style-type: none"> A regional advocacy framework for policy and thought leadership – ARRAC renamed and repurposed as CAPA Regional Policy and Insights Group. <ul style="list-style-type: none"> Identify issues and develop unified policy positions Identify and delivery initiatives – regional case studies, roundtable discussions, responses to consultation documents, facilitate capacity building Collaborate with partners – AFA, SAFA, IFAC, aid organisations | Q1 – Q4, 2026 |
| SP1.2. Expand Platforms for Networking and Connections | <ul style="list-style-type: none"> New Thematic Networks [PAIB, Women in Leadership, Sustainability, Digital & AI] New CAPA Forums & Dialogues to collaborate, connect and exchange knowledge. <ul style="list-style-type: none"> CAPA CEO Network CFO Forum CAPA Conference & 70th Anniversary Gala Dinner CAPA Digital Knowledge & Collaboration Hub Joint activities with AFA, SAFA and other partners | Q2 2026 - 2027 Q2, 2026 2027 2027 2027 Q2-Q4, 2026 |
| SP1.3. Raise profile of PAOs | <ul style="list-style-type: none"> Support National PAOs flagship activities through co-branding, sharing on CAPA digital platforms Digital story telling campaigns to showcase PAO success stories, best practices, innovations | Q1 - Q4, 2026 Q2 - Q3, 2026 |
| SP1.4. Support PAO Development | <ul style="list-style-type: none"> Getting to know our PAOs sessions & develop 2-year work plan (together with MDC) Implementation of activities Refresh CAPA Maturity Model to reflect evolving needs | Q1 – Q2, 2026 Q3 – Q4, 2026 Q2 - Q3, 2026 |

Strategy Priority 2: Elevating Visibility & Profile of CAPA

| Key Areas | Key Activities | Timeline |
|--|--|---------------------|
| SP2.1 Elevate CAPA's Digital Presence & engagement | <ul style="list-style-type: none"> CAPA Social media strategy and campaigns Website update | Q2-Q3, 2026 2027 |

| Key Areas | Key Activities | Timeline |
|---|---|--------------------------------|
| SP2.2. New Thought leadership Initiatives | <ul style="list-style-type: none"> Future Forward Accountant Webinar Series Virtual Roundtables on Sustainability, Digital & AI | Q1 – Q4, 2026 Q2 & Q3, 2026 |
| SP2.3 Active Support for Member & Partner initiatives | <ul style="list-style-type: none"> Expert resource support –speakers, facilitators, Contribution of thought leadership articles Provide CAPA Branding | Q1 – Q2, 2026 |
| SP2.4 Broaden CAPA's reach beyond the profession | <ul style="list-style-type: none"> Cross sector stakeholder engagement with businesses, government, academia to demonstrate value of accountants in broader economy – contributing as resource speaker, joint events | 2027 |

Strategy Priority 3: Stakeholder Engagement

| Key Areas | Key Activities | Timeline |
|--|---|-------------------------|
| SP 3.1 Engagement with IFAC | <ul style="list-style-type: none"> Formalise IFAC-CAPA Partnership Framework Engagements at IFAC Board Meetings, Council, Connect Collaboration with IFAC Advisory Groups (PAO, PAIB, SMP) | Q2, 2026 Q1-Q4, 2026 |
| SP 3.2 Engagement with Regional Partners - AFA, SAFA | <ul style="list-style-type: none"> MOU or joint activities | Q1 -Q4, 2026 |
| SP 3.3 Engagement with Aid Organisations | <ul style="list-style-type: none"> Joint briefings Joint project on PAO Development | Q3- Q4, 2026 2027 |
| SP 3.4 Engagement with Standard Setters | <ul style="list-style-type: none"> Responses to consultation documents Co-host regional roundtable/forums Invitation as resource speaker | Q1-Q4, 2026 |

Strategy Priority 4: Refine Strategy, Governance & Operations

| Key Areas | Key Activities | Timeline |
|--------------------------------|--|--|
| SP4.1. Strategy Refresh | <ul style="list-style-type: none"> Refine 2025 – 2028 Strategy -> 2027 - 2028 Member Value Proposition Enhancement Vision, Mission, Values Update Corporate Branding Refresh | Q4, 2026 2027 |
| SP4.2. Governance Enhancements | <ul style="list-style-type: none"> Legal entity in Malaysia Update Risk Register Update Internal policies and SOPs | Q2, 2026 |
| SP4.3. Operations Improvements | <ul style="list-style-type: none"> Outsource payroll, accounting & HR functions Cloud storage migration Member Management CRM System HR Transformation – a people function and team structure aligned to strategic priorities New Office Premise that meets CAPA's evolving needs | Q1&Q2, 026 Q3,2026 Q4, 2026 Q4/2027 |

2026 CAPA PLANNING CALENDAR

The CAPA Planning Calendar 2026 outlines the main activities and key milestone we are planning for the year ahead. While the calendar features key deliverables, we anticipate that additional activities will be incorporated as we progress with the implementation of our strategic priorities. We also expect further programmes to emerge from our committees and work groups as their initiatives take shape. Although some dates are fixed, the calendar is designed remain flexible and agile, allowing us to adapt to new developments, opportunities and members needs throughout the year.

In addition, we welcome members to share their major events and flagship activities with us. By consolidating these in the CAPA Calendar, we aim to improve visibility, support greater coordination and enhance opportunities for collaboration across our network.

| Month | Date | Venue/Virtual | CAPA | IFAC | National PAO |
|-------|--------------|----------------------|--|--|-----------------|
| Jan | | Virtual | MDC Meeting (virtual) | | |
| | | Virtual | PSG meeting (virtual) | | |
| | 30 – 1 Feb | Greater Noida, India | 1st CAPA Women in Leadership Network CAPA – SAFA Meeting | | ICAI – WFOA 2.0 |
| Feb | | Virtual | Virtual Launch of CAPA Ethics Guide & Forum | | |
| | | Virtual | ARAC Meeting | | |
| | | Virtual | Future Forward Accountant Webinar | | |
| | 26-27 Feb | New York, US | | IFAC Board Meeting (President & CE virtual participation) | |
| March | | Virtual | CAPA Board Meeting | | |
| | | Virtual | Virtual Launch of NOCLAR & Forum | | |
| April | | Virtual | CAPA Thought Leadership Virtual Roundtable (Sustainability) | | |
| | 15-16 Apr | Abu Dhabi | CAPA CE Network Meeting | IFAC CE Forum (Abu Dhabi) (CE Participation) | |
| May | | Virtual | Future Forward Accountant Webinar | | |
| June | | TBC in person | CAPA Board Meeting AGM & Members Meeting CAPA Forum, + Host PAO | | |
| | 11-12 June | Brussels, Belgium | | IFAC Board meeting | |
| July | | Virtual | 2 nd MDC meeting | | |
| Aug | | Virtual | 2 nd ARACC Meeting | | |
| | | Virtual | CAPA Thought Leadership Virtual Roundtable (Digital & AI) | | |
| Sept | 3-4 Sept | New Delhi, India | CAPA Dinner with Asian PAOs | IFAC Board Meeting (New Delhi) | |
| | | Virtual | Board Meeting | | |
| | | Virtual | Future Forward Accountant Webinar | | |
| Oct | | Virtual | CAPA CE Network Activity | | |
| Nov | 15 Nov (sun) | | Board Meeting | | |
| | 16-Nov | Seoul, Korea | Members Meeting & EGM | | |
| | 16-Nov | | CAPA Networking | | |
| | 17-Nov | | | IFAC Council | |
| | 17-19 Nov | Seoul Korea | | WCOA 2026, IFAC Board | |
| Dec | | | | | |

3. Action Required

Members to discuss.