INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS OF SOUTH SUDAN

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THE SOUTH SUDAN FINANCIAL DIGEST

ICPASS MONTHLY NEWSLETTER

BOARDROOM BRIEF

The Questions Every Director Should Ask

TECHNICAL UPDATE

IFRS, IPSAS & Sustainability Reporting

THE ACCOUNTANT SOUTH SUDAN NEEDS

Beyond Compliance, Toward Nation-Building

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QUOTE OF THE MONTH

"The Journey of a Thousand Miles Begins with One Step" - Lao Tzu

INTRODUCING ICPASS

First Glance at The Institute of Certified Public Accountants of South Sudan

The Institute of Certified Public Accountants of South Sudan (ICPASS) is the national professional body dedicated to regulating, developing and advancing the accountancy profession in South Sudan. The Institute promotes professional competence, ethical conduct, accountability and continuous learning among accountants and finance professionals.

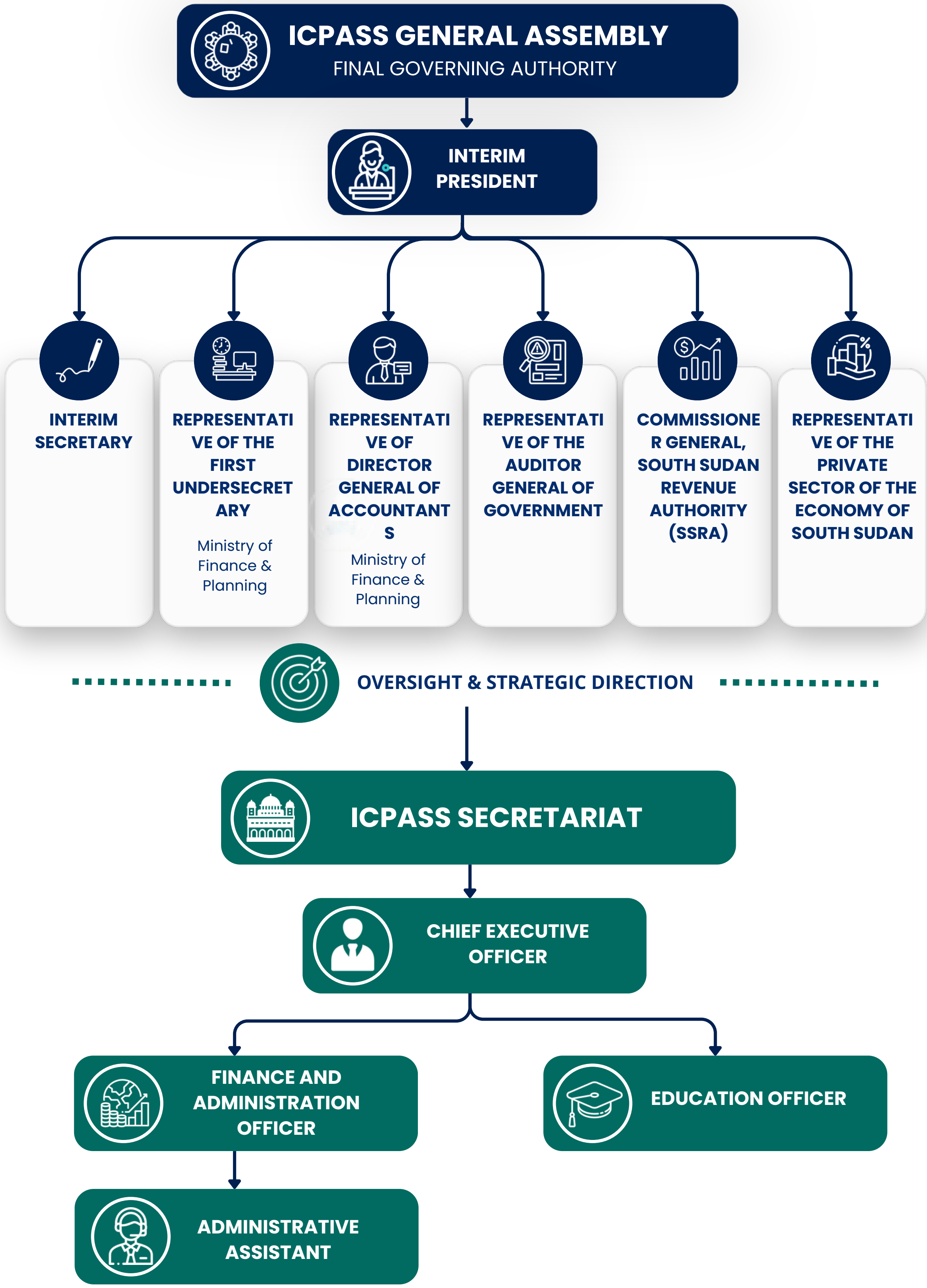
Through professional education, certification, capacity-building and advocacy, ICPASS works to strengthen financial management and public confidence in the profession. It also supports the development of skilled professionals who can contribute meaningfully to institutional growth, sound economic governance and the sustainable development of South Sudan.

David Mogga Kwaje (ACCA, CAPM, MBA)
Chief Executive Officer, ICPASS

As ICPASS continues to grow, The Financial Digest will serve as a shared platform for professional dialogue, learning and collaboration. We invite our members, students, partners and stakeholders to contribute their knowledge and perspectives as we work together to advance a trusted, ethical and resilient accountancy profession in South Sudan.

INTERIM ORGANISATIONAL STRUCTURE

Strong Governance. Professional Excellence. Public Trust.



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Introducing The South Sudan Financial Digest

A New Era Begins

This inaugural edition of The Financial Digest marks a new era in ICPASS's commitment to professional communication, learning and knowledge-sharing. As South Sudan continues to strengthen its institutions and economy, competent and ethical accountancy professionals remain essential to promoting transparency, responsible financial management and public trust.

Through this publication, ICPASS seeks to build an informed, connected and forward-looking professional community. We invite our members, students, partners and stakeholders to share their knowledge, experiences and perspectives as we work together to advance the accountancy profession and shape a stronger financial future for South Sudan.

The Accountant South Sudan Needs: Beyond Compliance, Toward Nation-Building

When a country is building institutions, strengthening businesses, managing scarce public resources and seeking the confidence of investors and development partners, accounting is not merely a back-office function. It becomes part of the infrastructure of development. For South Sudan, this distinction is particularly important.

Every government budget, tax assessment, investment decision, procurement contract, bank facility, donor-funded programme and private-sector expansion eventually passes through a financial system. Behind that system should be accountants capable not only of recording transactions, but also of asking whether resources have been properly planned, controlled, reported and used for their intended purpose.

***CPA Joseph Dari** | Managing Partner JST Advisory Ltd*

This is why the future of the accounting profession in South Sudan should not be discussed simply in terms of producing more accountants, but rather a true partner of decision-making process.

The more important question is:

What kind of accountants does South Sudan need?

The answer is increasingly clear. South Sudan needs accountants who are technically competent, ethically grounded, commercially aware, technologically capable and prepared to contribute to institution-building. It needs accountants who can move beyond compliance and become partners in national development.

Accounting in a Difficult Economic Environment

The role of an accountant becomes even more important when economic conditions are difficult.

South Sudan has experienced substantial macroeconomic and fiscal pressures, while its dependence on oil revenues has repeatedly exposed the economy and public finances to external shocks. The World Bank has consequently emphasised the importance of stronger fiscal management, governance, transparency, economic diversification and institutional reform.

For an accountant working in such an environment, textbook accounting alone is insufficient.

Consider the finance manager of a South Sudanese manufacturing company. The business may purchase machinery and raw materials in foreign currency, pay employees and local suppliers in South Sudanese pounds, sell into a market affected by changing purchasing power and still need to maintain enough liquidity to continue operating.

Preparing the financial statements at the end of the year is necessary. But it is not enough.

The finance professional must continuously assess cash flows, exchange-rate exposures, inventory replacement costs, pricing, tax obligations, working capital, financing requirements and business continuity.

Similarly, the public-sector accountant is operating within an environment where demands on public resources are enormous.

Every pound allocated to a government institution represents a choice between competing priorities. Weak expenditure control, delayed reconciliation, unsupported payments or poor financial reporting are therefore not simply accounting weaknesses. They potentially affect the government's ability to deliver public services.

This makes accounting a development issue.

From Bookkeepers to Institution Builders

South Sudan should resist a narrow conception of the accountant as the individual who receives vouchers, posts transactions, prepares payroll and produces reports.

These are necessary functions, but the profession is capable of much more.

The accountant of the future should be an institution builder.

In government, this means helping establish credible budgeting, expenditure control, asset management, internal audit and financial reporting systems.

In the private sector, it means strengthening businesses so that they can understand costs, access finance, manage risk, comply with taxation requirements and make informed investment decisions.

In NGOs and development organisations, it means ensuring that resources entrusted for humanitarian and development programmes can be properly accounted for and traced to their intended purposes.
In banking, it means supporting responsible lending, risk assessment and financial stability. In audit, it means providing independent assurance that strengthens confidence in organisations and institutions. And in entrepreneurship, it means helping businesses move from informal record-keeping toward systems capable of supporting sustainable growth.

This transformation requires accountants to stop seeing themselves merely as custodians of the finance department.

They must understand the entire organisation.

A good accountant should know how the organisation earns revenue, how procurement works, what drives production costs, where operational risks arise, how customers behave, how contracts are structured and what management is trying to achieve.
Only then can financial information become management intelligence.

TECHNICAL UPDATE

Key Changes in IFRS and IPSAS You Should Know for 2026

By ICPASS Technical Committee

The accounting landscape continues to evolve globally, and 2026 brings several important updates that every professional accountant in South Sudan must be aware of. Whether you work in government, NGOs, or the private sector, these changes will impact how we prepare, present, and assure financial information.

Below are the 3 most critical updates:

1. IFRS 18: Presentation and Disclosure in Financial Statements

Effective for annual periods beginning on or after 1 January 2027, IFRS 18 replaces IAS 1 and introduces major changes in how companies present their performance.
What's new:

- **5 defined categories in the Statement of Profit or Loss:** Operating, Investing, Financing, income taxes and discontinued operations. This improves comparability across companies.
- New subtotals: "Operating Profit" and "Profit before Financing and Income Tax" are now mandatory.
- Management-defined Performance Measures: Companies must disclose and explain any non-GAAP measures used in public communications.

What it means for South Sudan:

For private sector firms and NGOs reporting under IFRS, this standard will require changes to chart of accounts and reporting templates. Accountants should start reviewing current presentations now to avoid last-minute adjustments during 2026 year-end.

2. IPSAS 43: Leases

Effective 1 January 2025, IPSAS 43 replaces IPSAS 13 and brings public sector lease accounting closer to IFRS 16.

What's new:

- Single lessee accounting model: Almost all leases must now be recognized on the statement of financial position as a "Right-of-Use Asset" and "Lease Liability".
- Exemptions remain for short-term leases <12 months and low-value assets.
- Enhanced disclosures on lease terms, risks, and cash outflows.

What it means for South Sudan:

Government ministries, agencies, and donor-funded projects that lease vehicles, office buildings, and equipment will now show larger assets and liabilities on their books. This increases transparency but also requires new processes for tracking leases. Accountants in the public sector should work with procurement teams to identify all lease contracts before 2026 reporting.

3. Sustainability Reporting: The Rise of ISSB Standards

2027 is the year sustainability reporting moves from voluntary to expected. The International Sustainability Standards Board issued IFRS S1 and IFRS S2, focusing on climate-related disclosures.

What's new:

- IFRS S1: General requirements for disclosure of sustainability-related financial information.
- IFRS S2: Specific requirements to disclose climate-related risks and opportunities and their financial impact.

What it means for South Sudan:

While not yet mandatory by law, major donors, UN agencies, and international NGOs operating in South Sudan are already asking partners for climate and ESG data. Private companies seeking foreign investment will also face these questions. Certified accountants must begin to understand how to link financial data with environmental and social impacts.

How ICPASS Members Can Prepare

1.Training: ICPASS will roll out CPD sessions on IFRS 18 and IPSAS 43 in August 2026. Register via the Secretariat.

2.Gap Analysis: Review your entity's current reporting against the new standards and identify system changes needed.

3. Engage Leadership: Advise management early on the impact of new lease and disclosure requirements on budgets and KPIs.

Conclusion

The theme for 2026 is transparency and accountability. These standards are designed to give users of financial statements clearer, more comparable information. As custodians of financial reporting, ICPASS members have a duty to lead the adoption process in South Sudan.

Article By**:** CPA Richard Semanda | Lecturer and Consultant

THE AUDITOR IS COMING!

Why good accounting should happen every day – not only when someone is checking.

I paid an entrance fee at a park. A few hours later, when it was closing time, the manager asked whether there was any money at the gate. He was told there wasn't. I was confused. I had paid. So where had the money gone?

I asked whether the entrance fees collected at the gate were recorded anywhere. The answer was simple: "**No, but we trust the woman at the gate.**"

From an accounting and audit perspective, that answer creates more questions than comfort. Even if nobody was stealing the money, the system itself was weak. Management could not accurately tell how many people entered the park, how much money had been collected, or how much money should have been available at the end of the day.

During a recent training I attended, ACCA Aggrey Baidu discussed the **fraud triangle: pressure, opportunity and rationalisation**. What immediately stood out to me about the park was that the opportunity was already there. Cash was being collected without a proper record or control system. Add financial pressure to such a situation and the risk of fraud becomes much greater.

But the park is only one example of a much bigger problem.

Think of an organisation receiving notice that there is going to be an audit. All of a sudden, people are searching for invoices, requesting missing receipts, account reconciliations are being prepared, staff are trying to explain transactions from months ago, missing documents are being traced, and sometimes department heads suddenly seem very interested in going on leave.

The sad reality is that many organisations do not seriously go back to their accounting records unless there is some sort of pressure forcing them to do so. An audit, a review, a donor assessment or even a tax inspection can suddenly make everyone interested in records that should have been maintained throughout the year.

*Article by **Gyedh Joseph Zakaria** | Auditor at JY Auditors & Management Consultants*

THE AUDITOR IS COMING!

Good accounting should not work that way. It should be part of everyday management, and I believe it comes down to three simple things: **reliable information, good documentation and strong systems.**

Reliable information helps management know where the organisation actually stands. Take an asset register, for example. If newly purchased assets are not recorded when they are bought, the organisation may eventually lose track of what it owns. When the auditors arrive, staff then have to go backwards through invoices and records trying to identify assets that should have been recorded months earlier.

Good documentation is just as important.
I once spoke with an engineer who told me that he dislikes auditors. His organisation had sent him on a business trip and required him to submit his boarding pass afterwards as evidence of travel. Unfortunately, he lost it. Years later, the issue came up during an audit. He said he provided pictures of himself at the destination as secondary evidence, but these were not accepted as sufficient documentation. In the end, he told me he had to pay more than USD 1,200.
Now, whenever he travels, the first thing he does is take a picture of his boarding pass and send it to the project accountant. One small document had taught him a very expensive lesson.

Strong systems also matter because audit issues do not always come from complicated accounting standards.
During one assignment, I compared two asset registers containing hundreds of assets. An asset recorded as "Prowiga-11" in one register appeared as "Prow-11" in another. The asset was there. The problem was simply inconsistency.
One small difference may not seem important, but repeat it hundreds of times and a simple exercise can quickly become hours of manual work.

This is why an accountant's role should never be viewed as simply recording transactions. Accountants help maintain reliable financial information, strengthen internal controls, ensure proper documentation, identify unusual activities and help management understand what is actually happening financially within the organisation.

*Article by **Gyedh Joseph Zakaria** | Auditor at JY Auditors & Management Consultants*

THE AUDITOR IS COMING!

This is especially important for South Sudan as the accounting profession continues to develop. For many years, the country had limited locally focused professional accounting structures and training programmes to guide and develop accounting professionals. Today, developments such as the Accounting Technician Diploma for South Sudan (ATDSS) and the work of the Institute of Certified Public Accountants of South Sudan (ICPASS) provide an opportunity to strengthen the profession.

During a recent discussion with the CEO of ICPASS, I learnt that there are approximately 150 certified accountants in South Sudan. Considering the size and needs of the country, that is still a very small number. However, with programmes such as ATDSS creating pathways for more people to enter and develop within the profession, I believe this number can increase significantly over time.

For upcoming accountants, therefore, technical knowledge certainly matters. But knowing accounting standards and how to record transactions is only part of the responsibility. The greater responsibility is helping organisations build systems, controls and habits that make financial information reliable throughout the year. Because an organisation should not suddenly become organised simply because someone says: "**The auditor is coming.**"

Good accounting should not begin when the audit notice arrives. **It should already be happening every day.**

*Article by **Gyedh Joseph Zakaria** | Auditor at JY Auditors & Management Consultants*

*Article by **Gyedh Joseph Zakaria** | Auditor at JY Auditors & Management Consultants*

JANUARY WAS A LONG YEAR. IT'S FINALLY OVER.

January has officially ended. Thank you, calendar. Because that month had 365 days, minimum.
And yes, we survived. For some reason. But we did not come out untouched. We limped into February with bruises on the body, the mind, and the soul, plus one suspicious dent in the wallet.

Let's talk about what happened.
December came with vibes, weddings, travel, "one last hangout," and that famous line: "Let's enjoy, we'll figure it out in January." And the Ministers of Enjoyment took that personally. They enjoyed. Aggressively. They spent like the economy was a motivational quote.

Then January showed up like an auditor. No music. No mercy. Just school fees, rent, transport, random emergencies, and prices that do not care about your feelings.
And the truth is: in South Sudan, "overspending in December" is not just a bad habit. It's a high-risk sport, because the economic environment is not soft.

The IMF projected South Sudan's inflation for 2025 at 65.7%, with the economy contracting by 4.3%. That is not a cute backdrop for freestyle spending. That is a warning label.

Article by **Alam Chaat** | Head Diversified Sector at Stanbic Bank

JANUARY WAS A LONG YEAR. IT'S FINALLY OVER.

For 2026, the IMF projects consumer price inflation easing to 15.8%. Good news, sure. But also: you still need a plan, because "inflation easing" is not the same thing as "life is suddenly affordable." And while we're here: South Sudan's economy remains vulnerable to shocks, including oil-export disruptions linked to the war in neighbouring Sudan. Translation: stability can change fast. Your money habits should not be built on optimism alone.

The fix is boring. That's why it works.

If December is coming (and it is, every year, like clockwork), then your holiday spending should not be a surprise to your bank account.

1) Pre-budget the holidays 12 months ahead (yes, a whole year)

Make holidays a line item, not a miracle.

- Create a "December Fund" (separate account or mobile wallet).
- Divide your holiday target by 12. Save that amount monthly.
- Decide your categories early: travel, gifts, outfits, events, giving, emergency buffer.
- Set spending caps before emotions set the prices.

If you cannot save big, save small. Consistency beats drama.

2) Protect your "January money" before December starts

December spending should never touch January essentials.

Do this in order:

- Lock in essentials first: rent, food, transport, school fees, utilities.
- Then allow enjoyment.
- If the essentials are not covered, the party budget is not a budget, it's a prank.

3) Save for a rainy day, because rain has commitment issues

In South Sudan, emergencies don't RSVP. They just arrive.

Start with a realistic goal:

- First target: 1 month of basic expenses.
- Next: 3 months (or more, if your income is unpredictable).
- Keep it liquid and accessible, not tied up in something you'll beg to withdraw.

This is the fund that stops "one problem" from becoming "five problems and a panic attack."

*Article by **Alam Chaat** | Head Diversified Sector at Stanbic Bank*

JANUARY WAS A LONG YEAR. IT'S FINALLY OVER.

One more thing: working in a bank doesn't mean you're born financially perfect

Let's normalize this. Being a banker doesn't automatically download "personal finance discipline" into your brain like an app.
But we *do* learn strong money habits at work and over time, we can copy-paste them into our personal lives.
Here are three worth stealing immediately (You're welcome in advance):

1. **Separate accounts by purpose (controls): essentials, savings, holidays, and fun money should not share a room.**
2. **Track what matters (visibility): weekly check-in on spending, not vibes-based guessing.**
3. **Pay yourself first: set an automatic transfer the day salary hits.**

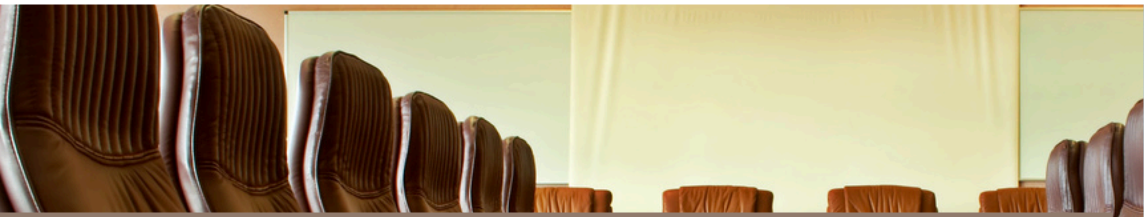
So yes. January was a long year. But it's over. February is a clean page. No guilt. No fake "new year, new me" speeches. Just a smarter system, built quietly, one month at a time. Because the goal isn't to stop enjoying life. The goal is to enjoy life without January trying to fight you.

Save the pot for another day of sunshine.

About

Alam Chaat is an accomplished banking professional with over a decade of experience and currently serves as Sector Head for the Diversified Sector at Stanbic Bank South Sudan. Known for her strategic leadership, relationship management and industry expertise, she is also a strong advocate for women's empowerment and sustainable development.

***Alam Chaat** | Head Diversified Sector at Stanbic Bank*



BOARDROOM BRIEF

Issue No. 001 | Governance Insights for Directors & Audit Committees

Good Governance Begins with Asking the Right Questions

Asking better questions leads to better decisions.

CPA **Alith Jacob Ayuen Kelei** | ICPASS Finance and Admin Officer

Boardroom Perspective

Governance is not merely about approving reports, complying with regulations, or attending board meetings. At its core, effective governance is about providing informed oversight that guides organizations toward sustainable success.

The most effective boards distinguish themselves not by having all the answers, but by asking the right questions. Thoughtful inquiry enables directors to challenge assumptions, identify emerging risks, promote accountability, and ensure that management remains focused on delivering long-term value.

A board that asks insightful questions strengthen strategic decision-making, protects stakeholder interests, and reinforces a culture of integrity and transparency.

"The quality of a board's decisions is directly influenced by the quality of the questions it asks."

Questions Every Director Should Ask

Strategy

- Are we achieving our strategic objectives?
- Is our strategy still relevant in today's economic and regulatory environment?
- What opportunities should we pursue?

Financial Oversight

- Are our financial statements accurate and reliable?
- Is the organization financially sustainable?
- Do we have adequate liquidity and cash flow?

Questions Every Director Should Ask

Risk Management

- What are our most significant strategic, financial, and operational risks?
- Are these risks within the Board's risk appetite?
- Are mitigation plans effective?

Internal Controls

- Are internal controls operating effectively?
- Have audit recommendations been implemented?

Are fraud prevention measures adequate?

Governance and Compliance

- Are we complying with applicable laws, regulations, and governance standards?
- Are conflicts of interest properly managed?
- Does the Board receive timely and quality information?

Sustainability & Value Creation

- Are we creating long-term value for stakeholders?
- Are ESG and sustainability risks being considered?
- Are we investing in innovation and organizational resilience?

Characteristics of an Effective Board

✔️ Curiosity rather than complacency
✔️ Independence of thought
✔️ Constructive challenge
✔️ Strategic focus
✔️ Financial discipline
✔️ Ethical leadership
✔️ Commitment to continuous improvement

Why Asking the Right Questions Matters

Asking the right questions strengthens governance by encouraging better strategic discussions, improving decision-making, and promoting greater transparency. It enables the early identification of risks, supports strong financial oversight, and reinforces accountability. These practices reduce governance failures, strengthen stakeholder confidence, enhance organizational integrity, and contribute to sustainable organizational performance.

*Article by **CPA Alith Jacob Ayuen Kelei** | ICPASS Finance and Admin Officer*

Boardroom Reflection

CPA Alith Jacob Ayuen Kelei *| ICPASS Finance and Admin Officer*

Before approving any major proposal, every director should pause and ask:
"Do we have sufficient information to make this decision, and have we asked the questions that matter most?"
This simple discipline can prevent costly mistakes, strengthen governance, and improve long-term organizational performance.

Boardroom Quote

"**Good governance begins with asking the right questions. Boards that challenge constructively, oversee independently, and act with integrity are better equipped to safeguard stakeholder interests and create sustainable value."**

— CPA Alith Jacob Ayuen Kelei

Director's Takeaway

Great boards are not defined by how quickly they approve decisions, but by how thoughtfully they question them. Every meaningful discussion begins with curiosity, every sound decision begins with evidence, and every example of good governance begins with asking the right questions.

Boardroom Brief Series

Governance Insights for Directors, Audit Committees, Senior Executives, Finance Professionals, Risk Managers, and Corporate Leaders.

*Article by **CPA Alith Jacob Ayuen Kelei** | ICPASS Finance and Admin Officer*

Enhancing ATDSS Enrollment, Instruction, and Student Retention

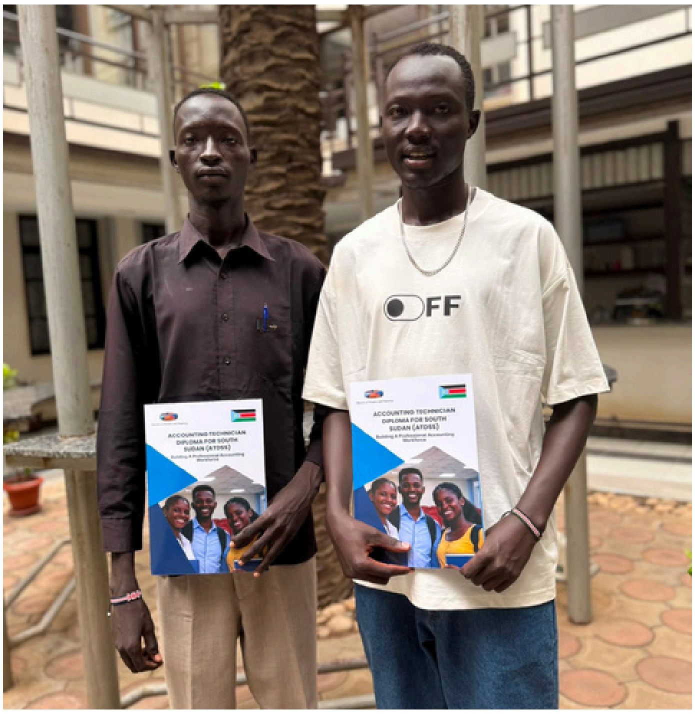
The growth and sustainability of the **Accounting Technician Diploma for South Sudan** (ATDSS) programme depend on increasing student enrollment, delivering high-quality instruction, and ensuring that learners successfully complete their studies. These three areas are closely connected and require coordinated efforts from ICPASS, training institutions, and other stakeholders.

To increase enrollment, awareness of the ATDSS programme should be strengthened through targeted outreach campaigns, engagement with secondary schools, higher learning institutions/universities, employers, government entities/ institutions, and professional networks. Promoting the career opportunities and professional recognition associated with the qualification will inspire more potential students to enroll.

High-quality training is equally important in maintaining the credibility and effectiveness of the programme. ICPASS will continue to work closely with accredited training institutions in the country, University of Juba, Adventist University of Central Africa (South Sudan Campus), NOVA Institute, Professional Development Centre (PDC) and Ignite Training Centre including the Government Accountancy Training Centre (GATC), to ensure that qualified tutors are available, teaching schedules are well coordinated, and the curriculum is delivered consistently in line with established standards.

*Article by **Cube Ceaser Keny**i | ICPASS Education Officer*

Enhancing ATDSS Enrollment, Instruction, and Student Retention



Continuous engagement with training providers will help identify and address instructional challenges while promoting effective teaching or training practices.

Student retention requires sustained academic and administrative support throughout the learning journey. Efficient communication with students, timely access to learning materials, academic guidance, tutorial support, and continuous monitoring of learner progress will help reduce dropout rates and improve completion rates.

Through strengthening enrollment initiatives, improving instructional quality, and enhancing student support mechanisms, the ATDSS programme will continue to expand its reach, improve learner success, and contribute to the development of competent accounting professionals in South Sudan.

Enroll today and take the first step toward a successful career in accounting and finance with ICPASS.

Cube Ceaser Kenyi *| ICPASS Education Officer*

Article by ***Cube Ceaser Kenyi*** *| ICPASS Education Officer*

CEO'S VIEW

Every strong economy needs professionals who can be trusted with its money, institutions and future. Doctors protect the health of the nation; teachers build its human capital; lawyers uphold the rule of law; and accountants safeguard the integrity of the financial resources upon which government, businesses and institutions depend.

South Sudan has progressively organized several critical professions. Yet, in accountancy, we continue to face a fundamental national capacity gap: there is presently no sufficiently verifiable and consolidated national picture of the number of professionally qualified and nationally organized accountants serving South Sudan. This is more than a statistical gap. It is an institutional and economic development challenge.

The importance of addressing this gap is now recognized in law. Section 60A of the Public Financial Management and Accountability Act, 2011 (Amendment) Act, 2024 establishes the Institute of Certified Public Accountants of South Sudan (ICPASS) as a body corporate with perpetual succession and a common seal. The law gives ICPASS a broad professional mandate to promote standards of professional competence and accountancy practice; promote research in accountancy and finance; promote international recognition; prepare professional and technician examination syllabuses; conduct examinations and issue certificates; promote recognition of its examinations abroad; and liaise with the Ministry responsible for Education on accreditation of institutions offering relevant training.

BUILDING THE FINANCIAL BACKBONE OF SOUTH SUDAN

The growth of ICPASS and the professionalisation of our accountancy ecosystem

This statutory mandate tells us something important: ICPASS was established not simply to register accountants, but to build the professional architecture required for a modern economy.

The Public Financial Management Regulations, 2026 take this mandate further by providing for an ICPASS Secretariat led by a Chief Executive Officer/Secretary responsible for the day-to-day management of the Institute and implementation of Council policies. The Regulations also provide for professional examinations, Continuing Professional Development (CPD), quality assurance and practice review, and investigation and disciplinary mechanisms. These provisions provide the legal and institutional roadmap for the journey ahead.

That journey has already begun...

*Article by **David Mogga Kwaje** (ACCA, CAPM, MBA) | ICPASS CEO*

CEO'S VIEW

One of the most encouraging signs is the emergence of a new generation of South Sudanese accounting professionals through the Accounting Technicians Diploma of South Sudan (ATDSS). As of August 2026, 105 students are currently enrolled and undertaking ATDSS studies in Juba. For ICPASS, these 105 students represent more than a number; they are the beginning of a national professional pipeline that can progressively feed the accountancy profession with qualified technicians and, ultimately, professional accountants.

The growth of this pipeline is critical. The current ICPASS education programme is focused on expanding enrollment, improving instructional quality and strengthening student retention so that more learners can successfully progress into the profession. The 105 ATDSS students therefore represent an important foundation upon which the Secretariat can build through wider national outreach, additional training centres, scholarships, quality teaching and clear progression pathways toward professional qualification.

Our immediate task is consequently to build the institution behind the law.

The transitional framework envisages an Interim Council undertaking the necessary initial organization for the establishment of ICPASS, facilitating the first enrollment of eligible persons as full members and paving the way for the election of a substantive Council. The Secretariat must translate this legal mandate into functioning systems: membership registration, professional examinations, technician and CPA pathways, CPD, accreditation, quality assurance, ethics and disciplinary mechanisms.

This is not simply an institutional agenda. It is an economic agenda.

Across Africa, professionally qualified accountants remain unevenly distributed, with professional accountancy capacity concentrated in relatively few countries. The experience of countries such as Kenya and Uganda demonstrates the potential scale of a mature national professional accountancy ecosystem. South Sudan must now begin its own journey of building a professional base commensurate with the needs of its public sector, private sector, development partners and growing economy.

The comparison with other professions is instructive. South Sudan has established professional structures through which lawyers, doctors and teachers can increasingly be identified, regulated, developed and held to professional standards. Accountancy must achieve the same level of institutional organization. We need to know who our professional accountants are, where they are serving, what qualifications they hold, what standards they observe and how they are continuously developing their competence.

*Article by **David Mogga Kwaje** (ACCA, CAPM, MBA) | ICPASS CEO*

CEO'S VIEW

ICPASS therefore has a national responsibility far beyond the interests of accountants themselves. A strong accountancy profession supports sound public financial management, credible financial reporting, responsible use of public resources, investor confidence, effective taxation and revenue administration, stronger businesses, better governance and greater public accountability. The Public Financial Management framework reinforces this wider national objective by emphasizing prudent, efficient, effective and transparent management and use of public financial resources.

Our vision must consequently be bold: to progressively build a large, competent, ethical, nationally registered and internationally recognized community of professional accountants serving every sector of the South Sudanese economy.

The journey will require investment in education, examinations, training institutions, technology, professional development, institutional governance and human capital. It will require partnerships with Government, universities, training institutions, development partners, PAFA, IFAC and established African Professional Accountancy Organizations.

But the journey has now begun—and, importantly, it has a legal foundation, an institutional structure and a growing student pipeline.

blocks of that future. Tomorrow, they can become accounting technicians. Some will progress to professional qualification. Others will become finance managers, auditors, controllers, public-sector financial specialists, entrepreneurs and leaders. Their journey will help demonstrate what a functioning national professional accountancy system can achieve.

As ICPASS Secretariat, our responsibility is to transform the legal foundation into a living professional institution. We will measure our progress not simply by the number of members we enroll, but by the quality of professionals we produce, the standards we uphold, the institutions we strengthen and the confidence we inspire.

South Sudan needs more accountants. But more importantly, South Sudan needs more competent, ethical and professionally accountable accountants. ICPASS exists to build them.

The future of South Sudan's accountancy profession is therefore not merely about counting accountants. It is about building the people and institutions that will make the country's numbers count.

Article By: David Mogga Kwaje (ACCA, CAPM, MBA) | ICPASS CEO

AGANYO'S VIEW


Aganyo Caroline Ochan

Walk through the bustling markets of Konyo Konyo or the corporate offices of airport road, Hai-Amarat, and you will witness a familiar, tragic pattern. A beautifully branded business opens its doors with high energy and grand promises. Yet, within a year, the padlocks are up and the windows are dark.

In South Sudan's competitive commercial landscape, many enterprises collapse not from a lack of capital, but from a failure of leadership. Too many founders fall in love with the status of being a "boss" rather than the daily grind of building an institution. They allow ego and micromanagement to override operational reality.

True, sustainable business growth requires a mindset shift: moving away from the desire to rule, and moving toward a deep, unwavering loyalty to your own vision, values, and team.

THE TRAP OF THE "BOSS" MINDSET: WHY SELF-LOYALTY IS JUBA'S REAL BUSINESS ENGINE

The Executive Trap: The Danger of the "Boss" Illusion

For many entrepreneurs in Juba, the ultimate goal of starting a company is simply to enjoy the title. This fixation on authority destroys growth from the inside out in two distinct ways:

The Ghost Founder: Owners secure a physical location, retreat behind a desk, and expect profits to materialize while completely abandoning the operational floor to unsupervised staff.

The Dictator: Owners treat employees as mere subordinates rather than critical assets, choking off initiative, driving away top talent, and leaving the leader entirely overwhelmed.

When an executive prioritizes looking powerful over establishing solid foundations, they fundamentally betray their own investment.

Article by ***Aganyo Caroline Ochan***

AGANYO'S VIEW

In a business context, self-loyalty is not arrogance. It is the disciplined commitment to your long-term objectives, even when short-term temptations arise.

Loyalty to Quality: Maintaining strict standards, refusing to cut corners even when local supply chains and currency fluctuations squeeze profit margins.

Loyalty to Reputation: Honoring agreements with suppliers, clients, and staff to build a brand name that acts as currency in the market.

Loyalty to Competence: Recognizing personal knowledge gaps and actively investing in the skills required to scale a modern enterprise.

How Self-Loyalty Catalyzes Growth

Whether you are managing a boutique retail brand or heading a multi-tier logistics firm, operating with genuine self-loyalty transforms organizational performance.

How Self-Loyalty Catalyzes Growth

1. Cultivating Market Trust

Juba's economy thrives on relationships and reputation. When an owner remains loyal to their corporate mission, consistency becomes the brand's greatest marketing asset. Clients return to businesses that prove they are here to stay.

2. Empowering and Retaining Top Talent

A typical boss demands obedience; a self-loyal leader inspires alignment. When employees see a founder who is deeply committed to the company's structural success rather than personal vanity they take ownership of their roles.

3. Building Strategic Resilience

When market dynamics shift, the status-seeking entrepreneur often exits. The self-loyal leader pivots. Because their identity is tied to the long-term survival of the vision rather than immediate luxury, they possess the stamina to navigate economic headwinds.

Beyond the Title

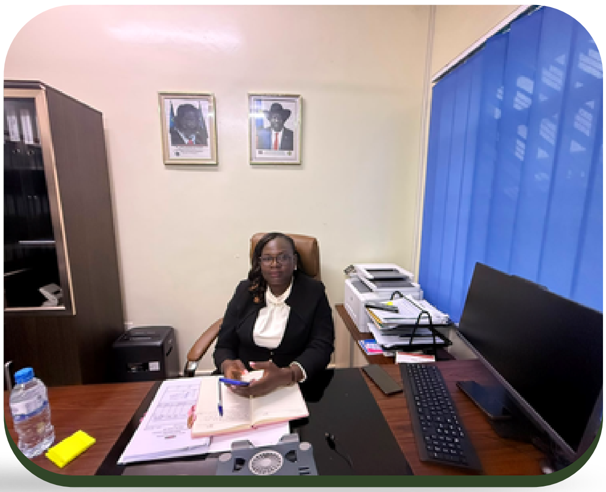
To outlast the transient "briefcase companies" and short-term traders filling the market, local innovators must abandon the destructive habit of playing the boss. Real corporate growth requires rolling up your sleeves, empowering the team around you, and staying loyal to the grand design. True leadership is not about managing your image; it is about executing your vision.

Article By: Aganyo Caroline Ochan | Trainer and Consultant

ICPASS GALLERY


GATC leadership welcomes the ICPASS Secretariat to the new office space


ICPASS CEO attends the inauguration of the ATDSS Course at the Nova Institute in Juba Commercial Secondary School

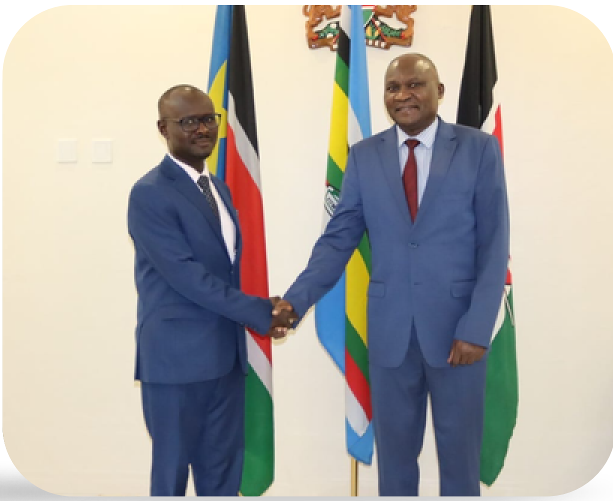



ICPASS Secretariat meets with the Public Financial Management & Institutional Strengthening Project leadership

ICPASS GALLERY

ICPASS Secretariat meets Director General of Government Accountancy Training Centre (GATC).

ICPASS Secretariat pays courtesy visit to the Auditor General, H.E. Ambassador Steven Wondu



ICPASS Secretariat pays courtesy visit to the Kenyan Embassy to the Republic of South Sudan in Juba

ICPASS GALLERY

ICPASS Secretariat meets with the South Sudan Institute of Revenue Administration (SSIRA) leadership

ICPASS UPCOMING EVENTS

Month, 2026	Activity	Objective	Target
August	Verification of ATDSS Students Registration	Verify and confirm the registration status and eligibility of ATDSS	ATDSS students, registration records, and relevant
August	Benchmarking Visit to ICPAU	Learn best practices in professional accountancy education, examinations, and	ICPASS management and technical team
September	Provision of Report on the Benchmarking Visit	Document findings, lessons learned, and recommendations from the	ICPASS management, council, and relevant staff
September	Education Centre Seminar	Orient tutors on centre operations, policies, curriculum, and	ICPASS tutors and training staff
September	ICPASS Stakeholders' Awareness and Rally Workshop	Create awareness of ICPASS programmes and strengthen stakeholder engagement.	Government institutions, professional bodies, private sector, students, tutors, and other key stakeholders
September	ICPASS Interim Council Meeting	Review institutional progress, provide strategic guidance, and make key decisions on	ICPASS Interim Council members and Secretariat

ICPASS UPCOMING EVENTS

Month, 2026	Activity	Objective	Target
September	Official Launch of the Training Centre	Officially inaugurate the training centre and present its services.	Government representatives, professional bodies, stakeholders, tutors, students,
October	Continuing Professional Development (CPD) Validation Workshop	Validate CPD programmes and align them with professional standards.	CPD technical team, professional experts, tutors, and stakeholders
October	Joint Technical Training Workshop (ICPASS & ICPAU)	Enhance technical knowledge and strengthen collaboration between the two institutes.	ICPASS and ICPAU technical staff, tutors, and subject-matter experts
October	Training of Examiners	Build the capacity of examiners on assessment, moderation, and quality assurance.	ICPASS examiners and prospective examiners

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Custom Clearances at all Ports of Entry or Exit & Borders (Road and Air Transport):
Tailored Solutions for Corporate Success - Your Logistics Partner.

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