

## **DIRECTORS' REPORT**

### **TO THE MEMBERS OF ICAI ACCOUNTING RESEARCH FOUNDATION**

The Directors have pleasure in presenting the Twenty Sixth Annual Report of the ICAI Accounting Research Foundation (ICAI ARF), together with the Audited Balance-Sheet, Statement of Profit and Loss Account and Cash Flow Statement for the Financial Year ended 31<sup>st</sup> March 2025.

ICAI ARF was established in January, 1999 by the Institute of Chartered Accountants of India, as a Section 25 company under the erstwhile Companies Act 1956 (now section 8 Company under Companies Act 2013) and a core research body to promote research in the areas of accounting, auditing, capital markets, fiscal policies, monetary policies and other related disciplines. ICAI ARF believes that proper research inputs are necessary condition for raising the level of corporate governance, management, accounting and financial reporting. High quality research projects based on practical experience with theoretical extrapolations would also provide valuable inputs in formulation of policies and implementation thereof at macro and micro levels.

#### **PERFORMANCE HIGHLIGHTS:**

The ICAI ARF successfully concluded the year 2024–25, further strengthening its position as a premier research institution in the domains of Accounting, Auditing, Fiscal Laws and Policy, Corporate and Economic Laws and Policies, Economics, Financial Management, Financial Services, Capital and Money Markets, and other related disciplines.

Recognizing the need to foster high-quality research in the country, ICAI ARF has adopted a multi-faceted action plan aimed at supporting research projects of both national and international significance that relate to the accountancy profession. As part of this initiative, ICAI ARF has already issued an open call for research proposals on its official website, inviting participation from academic institutions, research organizations, scholars, and practitioners.

Value-added research projects remain central to the ICAI ARF's mission. Reaffirming its commitment, the Company will continue to initiate and support impactful research that contributes to the dissemination, promotion, and advancement of knowledge in various fields, including accountancy, auditing, fiscal and corporate laws, economics, financial management, capital markets, and management information systems, among other allied areas.

#### **RESEARCH PROJECTS:**

The main objective of the establishment of ICAI ARF is to undertake, conduct, foster, promote and provide aid and facilities for prosecuting core, fundamental, empirical, applied and other kinds of research work, projects and studies. The research work undertaken by ICAI ARF has been divided amongst two branches of research, viz., (1) Basic Research, and (2) Applied Research.

A status update of major research projects presently under implementation is outlined hereunder along with particulars of proposals that are under consideration:

## 1. BASIC RESEARCH:

Basic research is designed to add to an organized body of scientific knowledge and does not necessarily produce results of immediate practical value. It is concerned with formulation of a theory or a contribution to theory. The ICAI ARF involves in carrying out basic research projects pertaining to subjects requiring enquiring into problems and issues significant to accounting and auditing and allied disciplines such as economics, finance and business laws through outsourcing research projects by inviting applications from research bodies/scholars and providing them financial assistance.

## 2. APPLIED RESEARCH:

Applied Research is directed towards the solution of immediate specific and practical problems. It is performed in relation to actual problems and under the conditions in which they are found in practice. The applied research requires systematic study to gain knowledge or understanding necessary to determine the means by which a recognized and specific need may be met.

In view of the above, ICAI ARF has, in past, undertaken various research projects related to conversion of accounts from cash basis to accrual system including Accounting of Municipal Corporation of Delhi (MCD), Kolkata Municipal Corporation (KMC), Controller General of Accounts (CGA) and Department of Posts (DoP), Kerala State Insurance Department (KSID), Employees' Provident Fund Organisation (EPFO), Indian Railways (IR), etc. involving conceptualizing a new accounting system including the incorporation of methodologies and procedures not common in India. In continuation to above, the following projects have been undertaken/completed by ICAI ARF:

### 2.1 PROJECTS

- 2.1.1 Indian Railways' Project :** Work of Rolling Out Accrual Accounting in all the Zonal Railways and Production Units across the country
- 2.1.2 Second Phase of Indian Railways' Project :** Compilation of data and preparation of Financial Statements for FY 2017-18 & 2018-19 and Balance Sheet as on 31.03.2018 & 31.03.2019 for Indian Railways and Conducting studies on data/system shortcomings observed at the Roll Out Stage during compilation of Financial Statements for FY 2015-16 and 2016-17 and its improvements. Addendum agreement awarded for preparation of accrual based Financial Statements of Indian Railways for FY 2019-20 & 2021-21. All the deliverables for the project have been completed and accepted by the office of Accounting Reforms of northern railways.
- 2.1.3 Agreement with Emirates Institute for Banking and Financial Studies (EIBFS)** – ICAI ARF is developing Course Material of Business and other laws, Corporate Laws and UAE Taxation and will review 11 subjects' study material to be revised by EIBFS based on ICAI Course Material.
- 2.1.4 Treasuries and Accounts Department, Government of Tamil Nadu:** The Report for rewriting of the following Codes/Rules/Manuals has been submitted to the Treasuries and Accounts Department, Government of Tamil Nadu:
  - (i) The Tamil Nadu Treasury Code (Volume I & II : Part I & II)

- (ii) The Pay & Accounts Office Manual
- (iii) The Tamil Nadu Accounts Code (Volume I, II & III)

- 2.1.5 Treasuries and Accounts Department, Government of Tamil Nadu :** The new project for the Treasuries and Accounts Department, Government of Tamil Nadu for reforms-re-engineering / revision / rewriting of Tamil Nadu Financial Code Volume 1 & 2 has been undertaken.
- 2.1.6 Gap analysis & preparation of common framework for compliance with Major Ports Authorities Act, 2021 and MPA (Accounts & Audit) Rules, 2021 for Indian Ports Association –** Report on common framework for compliance by Indian Ports and recommended Significant Accounting Policies have been submitted.
- 2.1.7 Compilation of Financial Statements for FY 2021-22 & 2022-23 and Balance Sheet as on 31.03.2022 & 31.03.2023 for Indian Railways, identification, and adjustment of prior period items based on a review of data for the last four years (FY: 2017-18, 2018-19, 2019-20 and 2020-21) mentioned in the notes to accounts of the respective years:** The Accrual Based Financial Statements for the financial years 2021-22 and 2022-23 have been prepared and submitted.
- 2.1.8 Courses for Panchayat/ Municipal Bodies Accountant and Panchayat Examiner to support O/o C&AG**
- 2.1.9 Residential Capacity Building Programme to impart training to C&AG's officers**
- 2.1.10 Compilation of Financial Statements for the financial years 2023-24 & 2024-25 and Balance Sheet as on 31.03.2024 & 31.03.2025 for Indian Railways:** The new project for Indian Railways has been awarded.

## **2.2 NEW PROJECT PROPOSALS UNDER CONSIDERATION:**

- 2.2.1 Institutionalizing accounting and financial management reforms in 60 ULBs across Uttar Pradesh**
- 2.2.2 Double Entry Accounting System in the Ahmedabad Municipal Corporation and to prepare the complete integrated balance sheet.**
- 2.2.3 Revision of Internal Audit Manual of National Highway & Infrastructure Development Corporation Limited (NHIDCL)**
- 2.2.4 Review of the existing audit report framework of key auditee institutions such as ULBs, Cooperative Federations etc. and necessary reforms- Director General of Audit, Chennai**

## **NEW LOGO OF COMPANY**

ICAI ARF has adopted the new logo of the companies to make it more contemporary.

## **FINANCIAL PERFORMANCE:**

During the year, the revenue from research activities has been Rs. 19908 thousand as against Rs. 30170 thousand in the previous year. The surplus for the year under review amounted to Rs. 7110 thousand as compared to a surplus of Rs. 9025 thousand in the previous year. Financial results for the year 2024-25 compared with those of previous year are summarized below:

Amount in '000		
<b>Particulars</b>	<b>2024-25</b>	<b>2023-24</b>
Revenue from Research Activities	19908	30170
Subscription from Members	140	145
Interest from Bank	1045	723
Interest from Income Tax Refund	190	--
Miscellaneous Income	--	---
<b>Total Income (A)</b>	<b>21283</b>	<b>31037</b>
<b>Total Expenditure (B)</b>	<b>14174</b>	<b>22011</b>
<b>Surplus/ (Deficit) Before Taxation (C) - (A-B)</b>	<b>7110</b>	<b>9025</b>
Less (D) : Current Tax	---	---
Deferred Tax		
Provision for Taxation		
Prior Period Item		
<b>Surplus/ (Deficit) After Taxation (C-D)</b>	<b>7110</b>	<b>9025</b>

The Directors propose to appropriate this amount as under:

Amount transferred to General Reserve	<b>7110</b>	<b>9025</b>
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<b>Summarized Cash Flow Statement:</b>	<b>2024-25</b>	<b>2023-24</b>
Inflow/(Outflow) from operations	11846	1163
(Inflow)/outflow from investing activities	400	(633)
(Inflow)/outflow from financing activities	42	42
Net increase/(decrease) in cash & bank balance	12288	572

## THE WAY FORWARD:

Recognising the fact that considerable efforts are required not only to promote research in the field of accounting in India but also to show and prove its applicability and benefits in the real world, ICAI ARF propose to take a number of proactive measures for undertaking applied research and carrying out research studies. ICAI ARF further plans to intensify promotional campaign for establishing direct contact with the authorities/ organisations/ bodies working as extensions of the Government of India and operating on Cash Basis of Accounting to on the one hand and reaching out to the potential researchers throughout the country, on the other.

The list of proposed research projects of contemporary national and international significance would be further expanded. In select areas, ICAI ARF may directly undertake research. Possibilities for networking with research organisation of repute, within and outside India, would be explored. Series of technical documents are proposed to be published and focussed training programmes organised for dissemination of technical knowledge and skills to various stakeholders.

## **MATERIAL CHANGES AND COMMITMENT IF ANY AFFECTING THE FINANCIAL POSITION OF THE COMPANY OCCURRED BETWEEN THE END OF THE FINANCIAL YEAR TO WHICH THIS FINANCIAL STATEMENT RELATE AND THE DATE OF THE REPORT**

No material changes and commitments affecting the financial position of the Company occurred between the ends of the financial year to which this financial statement relate on the date of this report.

### **DEPOSITS**

The Company has not invited/accepted any deposits from the public during the year ended March 31, 2025. There were no unclaimed or unpaid deposits as on March 31, 2025.

### **DIVIDEND**

The Company is restricted by its Memorandum of Association for distribution of dividend among its members.

### **CORPORATE SOCIAL RESPONSIBILITY**

The Company is not required to constitute a Corporate Social Responsibility Committee as it does not fall within purview of section 135(1) of the Companies Act, 2013 and hence it is not required to formulate policy on corporate social responsibility.

### **CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND EXPENDITURE:**

<b>Conservation of energy:</b>	The ICAI ARF deals in Basic and Applied research and does not require large quantities of energy. However, wherever possible energy saving efforts are made.
<b>Technology absorption:</b>	Being a research organization, all the functions and resources are devoted towards research purposes. The IR, EPFO, PFC, MCD, KMC, CGA and DoP projects have been instrumental in building expertise in conversion of accounts to accrual basis.
<b>Foreign Exchange earnings &amp; Outgo:</b>	Foreign Exchange earnings : Nil Foreign Exchange Outgo : Nil

### **EXPLANATION OR COMMENTS ON QUALIFICATIONS, RESERVATIONS OR ADVERSE REMARKS OR DISCLAIMERS MADE BY THE AUDITORS AND THE PRACTICING COMPANY SECRETARY IN THEIR REPORTS**

There were no qualifications, reservations or adverse remarks made by the auditors in their report. The provisions relating to submission of Secretarial Audit Report are not applicable to the Company.

### **COMPANY'S POLICY RELATING TO DIRECTOR'S APPOINTMENT, PAYMENT OF REMUNERATION AND DISCHARGE OF THEIR DUTIES**

The provisions of Section 178(1) relating to constitution of Nomination and Remuneration Committee are not applicable to the Company and hence the Company has not devised any policy relating to appointment of Directors, payment of Managerial remuneration, Directors' qualifications, positive attributes, independence of Directors and other related matters as provided under Section 178(3) of the Companies Act, 2013.

### **ANNUAL RETURN**

Pursuant to the amendments to Section 134(3)(a) and Section 92(3) of the Act read with Rule 12 of the Companies (Management and Administration) Rules, 2014, the Annual Return (Form MGT-7) for the financial year ended March 31, 2025, is available on the Company's website and can be accessed at [www.icaiarf.org.in](http://www.icaiarf.org.in).

## **NUMBER OF BOARD MEETINGS CONDUCTED DURING THE YEAR UNDER REVIEW**

Four Meetings of the Board of Directors were held during the year.

## **DIRECTORS' RESPONSIBILITY STATEMENT**

As required by section 134(5) of the Companies Act, 2013 the Board hereby submit its Responsibility Statement:-

1. In the preparation of annual accounts, applicable accounting standards have been followed with no material departure;
2. The selected accounting policies have been applied consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Foundation as at 31<sup>st</sup> March 2025 and of the excess of income over expenditure of the Foundation for that period;
3. We have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the company and for detecting and prevention of fraud and other irregularities; and
4. We have prepared the annual accounts on a 'going concern' basis.
5. The directors had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

## **STATEMENT CONCERNING DEVELOPMENT AND IMPLEMENTATION OF RISK MANAGEMENT POLICY OF THE COMPANY**

The ICAI ARF does not have written Risk Management Policy; however closely monitors the threat to the company's existence and considers them to be minimal.

## **CHANGE IN NATURE OF BUSINESS**

There is no change in the nature of the business of the company.

## **DETAILS OF DIRECTOR OR KEY MANAGERIAL PERSONNEL**

As on the date of this report, the composition of Board of Directors of the Foundation is as follows:

1. CA. Charanjot Singh Nanda (President, ICAI)
2. CA. Dondeti Prasanna Kumar (Vice-President, ICAI)
3. CA. Mangesh Pandurang Kinare\*
4. CA. Pankaj Shah\*
5. CA. Vishnu Kumar Agarwal\*
6. CA. Pramod Jain\*\*
7. CA. Rajendra Kumar P.\*\*
8. CA. Purushottamlal Khandelwal\*\*
9. CA. Kemisha Soni\*\*\*
10. CA. Abhay Kumar Chhajed\*\*\*
11. CA. Kumar Sripriya\*\*\*
12. CA. Vishal Pravinchandra Doshi\*\*\*
13. CA. Sushil Kumar Goyal\*\*\*
14. CA. (Dr.) Jai Kumar Batra (Secretary, ICAI)
15. CA. K. Rahman Khan
16. CA. (Dr.) Amarjit Chopra

17. CA. Bhavna Gautam Doshi
18. CA. Deepak Kumar Gupta
19. CA. (Dr.) Sunil Kumar Gulati

\* Appointed as director on 20<sup>th</sup> March, 2025

\*\* Appointed as director on 11<sup>th</sup> April, 2025

\*\*\* Office vacated in terms of Article 34 (xiv)

### **PARTICULARS OF LOANS, GUARANTEES OR INVESTMENT UNDER SECTION 186**

During the year under review, the Company has not advanced any loans/given guarantees/ made investments.

### **DECLARATION OF INDEPENDENT DIRECTORS**

The Provision of Section 149 pertaining to the appointment of Independent Directors does not apply to the Company.

### **STATUTORY AUDITORS**

The Board at its 86<sup>th</sup> Meeting held on 13<sup>th</sup> September, 2021 has noted/appointed M/s. Gupta Nayar & Co., Chartered Accountants as Statutory Auditors of the Company for another block of five years from the Financial Year 2021-22 onwards under the relevant provisions of the Companies Act, 2013 and they have confirmed their eligibility in accordance with the provision of the Companies Act, 2013.

### **DISCLOSURE OF COMPOSITION OF AUDIT COMMITTEE**

As on the date of this report, the composition of Audit Committee is as under:

1. CA. (Dr.) Amarjit Chopra, Chairman
2. CA. (Dr.) Sunil Gulati, Member
3. CA. Bhavna Gautam Doshi, Member
4. CA. Pankaj Shah, Member
5. CA. Vishnu Kumar Agarwal, Member

### **INDUSTRIAL RELATIONS**

ICAI ARF has always maintained cordial and harmonious relations at all levels. Efforts were made to inculcate team spirit and motivate the employees to fully develop their potential.

### **ADEQUACY OF INTERNAL FINANCIAL CONTROLS**

The internal financial controls are adequate with reference to the financial statements.

### **PARTICULARS OF EMPLOYEES**

The activities of the company are being pursued through staff from ICAI. Since the company does not have employees, the provision of Rule 5(2) of the Companies (Management and Administration) Rules, 2014 are not applicable and hence details have not been given.

### **DISCLOSURES AS PER THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013**

The Company has zero tolerance for sexual harassment at workplace and has adopted a Policy on prevention, prohibition and redressal of sexual harassment at workplace in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Rules thereunder for prevention and redressal of complaints of sexual harassment at workplace. The Company has not received any complaint on sexual harassment during the current financial year.

**DETAILS OF APPLICATION MADE OR ANY PROCEEDING PENDING UNDER THE INSOLVENCY AND BANKRUPTCY CODE, 2016**

Neither any application was made, nor any proceeding is pending under the insolvency and Bankruptcy code, 2016 during the financial year 2024-25.

**DETAILS OF DIFFERENCE BETWEEN THE AMOUNT OF THE VALUATION DONE AT THE TIME OF ONE TIME SETTLEMENT AND THE VALUATION DONE WHILE TAKING LOAN FROM THE BANKS OR FINANCIAL INSTITUTIONS ALONG WITH THE REASONS THEREOF.**

Company does not have any loan from banks or financial Institution, hence, there is no question of settlement.

**ACKNOWLEDGEMENT**

The Board takes this opportunity to place on record its appreciation for the continued assistance, support and co-operation received from Indian Railways, Indian Ports Association, Government of Tamil Nadu, M/s. Infosys Technologies Ltd, Bank of India and other authorities, experts, research scholars and individuals during the course of execution of the research projects and in other disciplines.

The Board of Directors sincerely appreciate and commend the valuable contribution made by the employees of the foundation at all levels in the pursuit of achieving objectives of the foundation for another year in succession.

For & On behalf of the Board  
For ICAI Accounting Research Foundation

(CA. Charanjot Singh Nanda)  
Chairman

Place: New Delhi

Date : 2<sup>nd</sup> September, 2025