



**CA ZAMBIA AMBASSADORS
LAUNCH - P9**

**TRANSFORMING
FROM MANAGER TO
LEADER - P3**

**THE FUNDAMENTAL KEY TO
SUCCESS IN EXAMS - P17**

**ACTIVITY BASED
COSTING (ABC) - P20**

**LIST OF CA ZAMBIA
MENTORS**

**NOTICE FOR JUNE 2021
EXAMINATIONS**

**EXAMINATION
TIME-TABLE**



- 1 EDITORIAL: - CEO's Remarks**
- 2 EDITORIAL: - Achieving Success is Not an Accident**
- 3 Transforming from Manager to Leader**



- 6 The Need Theory of Modern Leadership and Management**
- 9 Launch of the CA Zambia Ambassadors Programme**
- 15 Photo Focus: CA Zambia Ambassadors Launch**



INSIDE THIS ISSUE



- 17 Planning and Preparation - Key to Success in Exams**
- 20 Activity Based Costing (ABC)**



- 25 CA Zambia Practical Training Approved Employers**
- 26 List of CA Zambia Mentors**
- 29 Notice for June 2021 Examinations**
- 31 June 2021 Examination Timetable**



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DESIGN & LAYOUT



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| Registration Fees | K |
|--|--------|
| CA Zambia - Knowledge level | 210.00 |
| CA Zambia - Application level | 215.00 |
| CA Zambia - Advisory level | 220.00 |
| Diploma in Accountancy - Level 1 | 205.00 |
| Diploma in Accountancy - Level 2 | 210.00 |
| Diploma in Public Sector Financial Management (PSFM) | 210.00 |
| Taxation Programme - Certificate | 205.00 |
| ACCA/CIMA/OAP | 576.00 |

| Subscription Fees | K |
|--|--------|
| CA Zambia - Knowledge level | 575.00 |
| CA Zambia - Application level | 610.00 |
| CA Zambia - Advisory level | 645.00 |
| Diploma in Accountancy - Level 1 | 560.00 |
| Diploma in Accountancy - Level 2 | 585.00 |
| Diploma in Public Sector Financial Management (PSFM) | 585.00 |
| Taxation Programme - Certificate | 515.00 |
| Taxation Programme – Diploma | 540.00 |
| ACCA/CIMA/OAP | 506.00 |

| Re - Registration Fees | K |
|--|--------|
| CA Zambia - Knowledge level | 670.00 |
| CA Zambia - Application level | 715.00 |
| CA Zambia - Advisory level | 755.00 |
| Diploma in Accountancy - Level 1 | 655.00 |
| Diploma in Accountancy - Level 2 | 685.00 |
| Diploma in Public Sector Financial Management (PSFM) | 685.00 |
| Taxation Programme - Certificate | 600.00 |
| Taxation Programme - Diploma | 630.00 |
| ACCA/CIMA/OAP | 755.00 |

| Examinations Fees | K |
|--|----------|
| CA Zambia - Knowledge level | 680.00 |
| CA Zambia - Application level | 820.00 |
| CA Zambia - Advisory level | 1,240.00 |
| Diploma in Accountancy - Level 1 | 490.00 |
| Diploma in Accountancy - Level 2 | 715.00 |
| Diploma in Public Sector Financial Management (PSFM) | 700.00 |
| Taxation Programme - Certificate | 670.00 |
| Taxation Programme - Diploma | 720.00 |

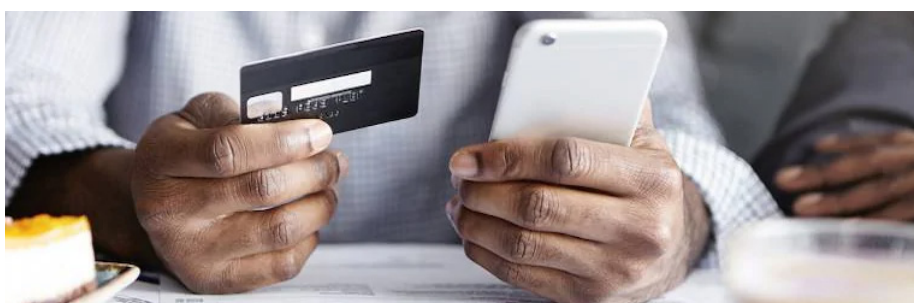
| Exemptions Fees | K |
|----------------------------------|--------|
| CA Zambia Knowledge level | 340.00 |
| CA Zambia Application level | 410.00 |
| Diploma in Accountancy Level 1 | 245.00 |
| Taxation Programme – Certificate | 335.00 |

| Accreditation | K |
|---|----------|
| Accreditation fees – Tuition Provider | 3,300.00 |
| Accreditation fees – Examination Centre | 3,300.00 |

| ADDITIONAL CHARGES | K |
|----------------------------|-----|
| Statement Reprint | 110 |
| Collection of Certificates | 200 |
| Exam Docket Reprint | 110 |
| Certificate Replacement | 525 |
| Student ID Replacement | 165 |
| Result Verifications | 640 |

| Remarking of Examinations answer scripts | K |
|--|------|
| CA Zambia - Knowledge level | 715 |
| CA Zambia - Application level | 890 |
| CA Zambia - Advisory level | 1295 |
| Diploma in Accountancy - Level 1 | 595 |
| Diploma in Accountancy - Level 2 | 815 |
| Diploma in Public Sector Financial Management (PSFM) | 790 |
| Taxation Programme - Certificate | 690 |
| Taxation Programme - Diploma | 790 |

“
All students are expected to register before they can begin their examination preparation process.
 ”



CEO'S REMARKS



Bonna Kashinga
Secretary and Chief Executive

CA ZAMBIA ACCREDITATION. WHAT NEXT??

It is my pleasure to be able to share my thoughts in this first issue of the student magazine in 2021. The Institute had a challenging 2020 but with the support of students and other stakeholders we were able to achieve a number of things. One of the critical issues we embarked on was the accreditation of the CA Zambia Qualification. As you may be aware, on 1st March 2021 the Zambia Qualifications Authority (ZAQA) registered and accredited the exit qualifications linked to the CA Zambia programme as follows; CA Certificate in Accountancy at Level 4 Certificate, CA Application Advanced Diploma in Accountancy at Level 7 Bachelors Degree and CA Advisory Professional in Accountancy at Level 9 Masters Degree. The Chartered Accountant Zambia (CA Zambia) charter designation will be awarded to candidates upon the successful completion of the 3-year practical training program post completion of the CA Advisory Professional in Accountancy qualification.

So what does this mean for you as a student and for the CA Zambia Qualification?

Firstly, let me begin by giving a brief overview of the importance of having the CA Zambia linked exit qualification accredited. Accreditation of qualifications is among the most important areas of higher education management worldwide. It is an area that focuses on quality assurance and the guiding principles of good governance. It focuses on areas of strategy, structure, technology and culture that must be considered during accreditation to best meet the growing demands of stakeholders at all levels and to ensure that graduates are able to perform at optimal levels that meet national and international standards.

The Zambia Qualifications Authority has the mandate to develop, manage, and operate the Zambia Qualifications Framework (ZQF). The qualification framework encompasses all the education and training qualifications. It shows what learners are expected to know, understand and be able to do on the basis of a given qualification. Learners are also informed of how they are able to move between qualifications in an education system. The framework also classifies, accredits and places qualifications at appropriate levels.

The objectives of the Zambia Qualifications Framework include to apply a single integrated national framework for learning achievements, facilitate access, mobility and progression within education, training and career paths. ZQF also enhances the quality of education and training, and accelerates the restoration of past unfair discrimination in education, training and employment opportunities. The qualifications framework indicates the comparability of different qualifications and how one can progress from one level to another, within and across occupations or industrial sectors (and even across vocational and academic fields).

Now that the CA Zambia exit linked qualifications have been accredited, this entails that the exit qualifications will be placed on the Zambia Qualifications Framework. The benefits of this placement conveys the message of qualification portability, recognition and expected capability of graduate's performance at a certain level of industry. The portability of a qualification allows for the ability of the qualification to cross borders and to be easily comparable. This provides an opportunity for labour mobility of professionals and in this case Accountants to work in other countries.

Harmonising the qualification system becomes imperative in this highly competitive education environment. The framework highlights clear progression routes through the qualification ladder from one level to the next. For employers, it ensures that resource persons responsible for recruitment are in a better position to understand the different qualifications and their placement. This further helps the employer to understand the job requirements of a particular graduate.

Another notable benefit that will result from the accreditation of the CA Zambia exit qualification is the possible collaborations with universities and other professional institutions in the provision of top-up degrees that will provide ongoing opportunities for professional development in this era of rapid and continuous change.



**Mrs. Elizabeth Sondashi
Musukwa**
Director Education and Training

Achieving Success is Not an Accident

In this edition of the student magazine, we feature articles from authors whose contents when progressively followed can lead to success of an individual. The articles seek to address planning and preparation, transformation and the necessity to satisfy one's needs as ingredients for success.

The choices we make as we go along our life's journey will determine whether we succeed or fail. How we invest the 24 hours we are endowed with each day is a great determinant of our ability to succeed.

Being successful in everything we do should be a planned outcome and in that plan failure should not be an option but rather we must have a plan for potential obstacles. We are therefore called to deliberately make steps towards achieving success. The efforts will include sacrifice, reading widely, challenging oneself to achieve higher for all tasks, critically analyzing all situations, doing something new every day and perseverance.

Success should be a product of one satisfying their needs. These needs must be clearly defined with a willingness to take risks and challenge the status quo. The drive to attain these needs must however be balanced with ensuring that the needs of others and organisations are not infringed upon.

During the success journey expect a transformation. One cannot continue to do things the same way and expect different results. Therefore, embrace change and engage yourself in different transformational undertakings. When all is said and done, results matter. You can have the best of intentions in your life to become a successful Chartered Accountant, but unless you take deliberate steps to transform you will not succeed.

If you are aiming at passing any forthcoming examinations, begin by loving what you do and then focus on how to achieve success. This should be through attending classes as much as possible at an accredited tuition provider, covering the whole syllabus - not some of it, continuous practice of questions using the revision kits and reading examiners reports. During the examination, read and understand the questions and apply your knowledge effectively while ensuring that all required questions are answered to improve your chances of examination success. Additionally, remember that time is of the essence whether before or during exams, it is important to be consistent with time management. Adjust all your programs and ensure you fit in study time. During the examination, ensure that time is allocated appropriately to each question. Safeguard against spending too much time on one question to improve your chances of answering all the questions.

On your journey to success, various adversities will present themselves; however remember that success is not achieved by accident. Therefore, soldier on, using the right attitude and techniques to ensure that, by all means, you succeed!

TRANSFORMING FROM MANAGER TO LEADER

Amon Victor Yumba

You don't automatically become a leader when you are promoted into a role where you are managing people. Every professional needs to take robust steps to become a leader.

A leader is a person who has a vision, a drive and a commitment to achieve that vision and the skills to make it happen.

A leader will engage, inspire and paint a picture of what they see as possible in turning that vision into reality. They know that high functioning teams can accomplish a lot more working together than individuals working autonomously. Managers on the other hand focus on setting, measuring and achieving goals. They control situations to reach or exceed their objectives thus the need to transform into leaders.

How many times have you heard the saying, "It's not what you do, it's how you do it that makes you different"?

Sometimes when we hear this phrase, we think of the simpler alternative in any given situation - so we remain a supporter of this statement. Other times, when we're just trying to get the job done, we care more about getting it done than worrying about how to do it. I've wrestled with why I believe this quote, and there is one main reason: the journey determines the experience of the destination. The harder the trek, the more celebratory the arrival. The easier the venture, the more likely the arrival is to be taken for granted.

Now, I'm not just talking about the adventure of aiming and achieving our dreams. I'm talking about the process and procedure of managing or leading others. How we do something almost always overrides what we do. In fact, one of my favorite quotes on this subject is a quote by Maya Angelou, "People will forget what you said. People will forget what you did. But people will never forget how you made them feel." If you think that's overestimating the effect of our approach, think again as you reflect on almost every personal and professional experience from infancy to adulthood.

If you've just made the biggest mistake of your professional life, would it matter that your boss took the blame if, in private, he shouted at you for being so careless? Probably not much. Sure, your reputation is saved, but your confidence may be crushed. This is an example of a leader involving their team and in the process discovering greater commitment and engagement from employees. The confidence levels of employees involved in getting the job done is increased and positive attitude towards work will be enriched. Also, coaching is crucial but few managers do it, and fewer do it well. 'Time' is their excuse for not doing it as they have a lot of accomplishments on their table. So, if they do it, they are directive and punitive. Leaders on the other hand, invest in coaching time with all performers, not just the poorer ones. And, it's a collaborative developmental process. Doing this helps in case of absence by senior managers. Their coworkers who are probably their juniors will take the lead and increase efficiency.



***"People will forget
what you said.
People will forget
what you did. But
people will never
forget how you
made them feel."***

-Maya Angelou

TRANSFORMING FROM MANAGER TO LEADER CONT'D

It's therefore simple: how you do something overrides what you do. This is great news if you want it to be! This means that if you have tough feedback to deliver, an employee you need to fire, bad reports you must bring back to your team, low morale among your employees then your method could make a bigger difference than the sting of your message.

Making the transition from manager to leader is a process that involves deliberate changes and intentional shifts. When you strategically make those moves you will be poised to take advantage of the positive results for your organization and for your career.

With the foregoing, how do you prioritize the process to transform from a manager to a leader?

- i. Carefully choose your communication. The vocabulary and language you use can completely alter how someone accepts your message.
- ii. Leave time for listening. Once you say and do what you need to say and do, give your listener(s) time to ask further questions.
- iii. Revisit the topic. Another time, another day, ask your original audience (whether that's one or more people) their thoughts once they've had time to let the information marinate.

If you have all the right intentions to becoming a leader approach it cautiously and slowly.

How can this article help a manager transforming to a leader as we are faced with the Covid-19 pandemic which is threatening a lot of businesses to close?

A LEADER AND THE PANDEMIC COVID-19

A leader always knows the value of employees and how their wellbeing will sustain the business. We are faced with the Covid-19 pandemic which without careful precautions businesses will fail to achieve their forecasted profits and meet its budgets. Just as one sets an alarm knowing tomorrow, he will wake up that's the confidence a leader has - with or without any uncertainties business continues.

What are some of the actions a good leader needs to put in place during the pandemic.

CREATE A CENTRAL AND CLEAR LIST OF PRIORITIES

Centrally set out a clear set of priorities, and locally implement them with a high degree of local manager autonomy. In a

dynamic situation, overly centralizing decision-making hobbles the organization's ability to respond quickly and effectively. Effective leaders empower managers to make the best decisions they can, bearing in mind a clear set of enterprise priorities, such as keeping employees safe and behaving ethically toward customers. Clear thresholds should be put in place for when a local manager needs to ask for authorization from the center. Instead of a clear, hierarchical list of priorities, mediocre leaders set out a buffet of priorities, all of which seem to be equal. It looks something like: "In this time of need, we need to be efficient, effective, innovative, secure, fast, agile and high quality." The worst situations are where leaders provide unclear and contradictory priorities to their people.

BE HONEST, EMPATHETIC, CLEAR AND SIMPLE

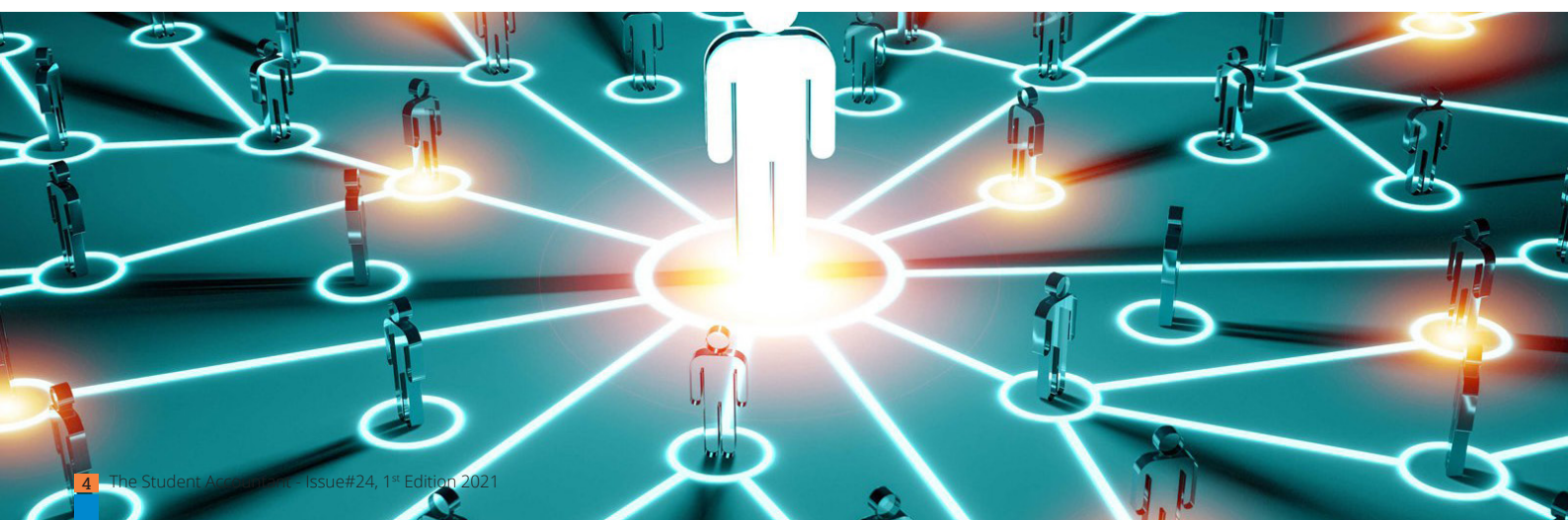
Hone a clear, honest, empathetic and simple approach to communication as the Covid-19 situation evolves. This is obvious, we know. Yet we include it because it is so important and also because we live in an era of rapid dissemination of information that is of questionable veracity, from multiple sources. Be the trusted source. Remember that in any communication plan, it matters less that you communicated something and more that your audience understood it. It shouldn't be called a communication plan — it should be called an understanding plan. The emphasis should be on what your employees take in, especially in a situation that is volatile and unpredictable.

WRITE DOWN THE STORIES

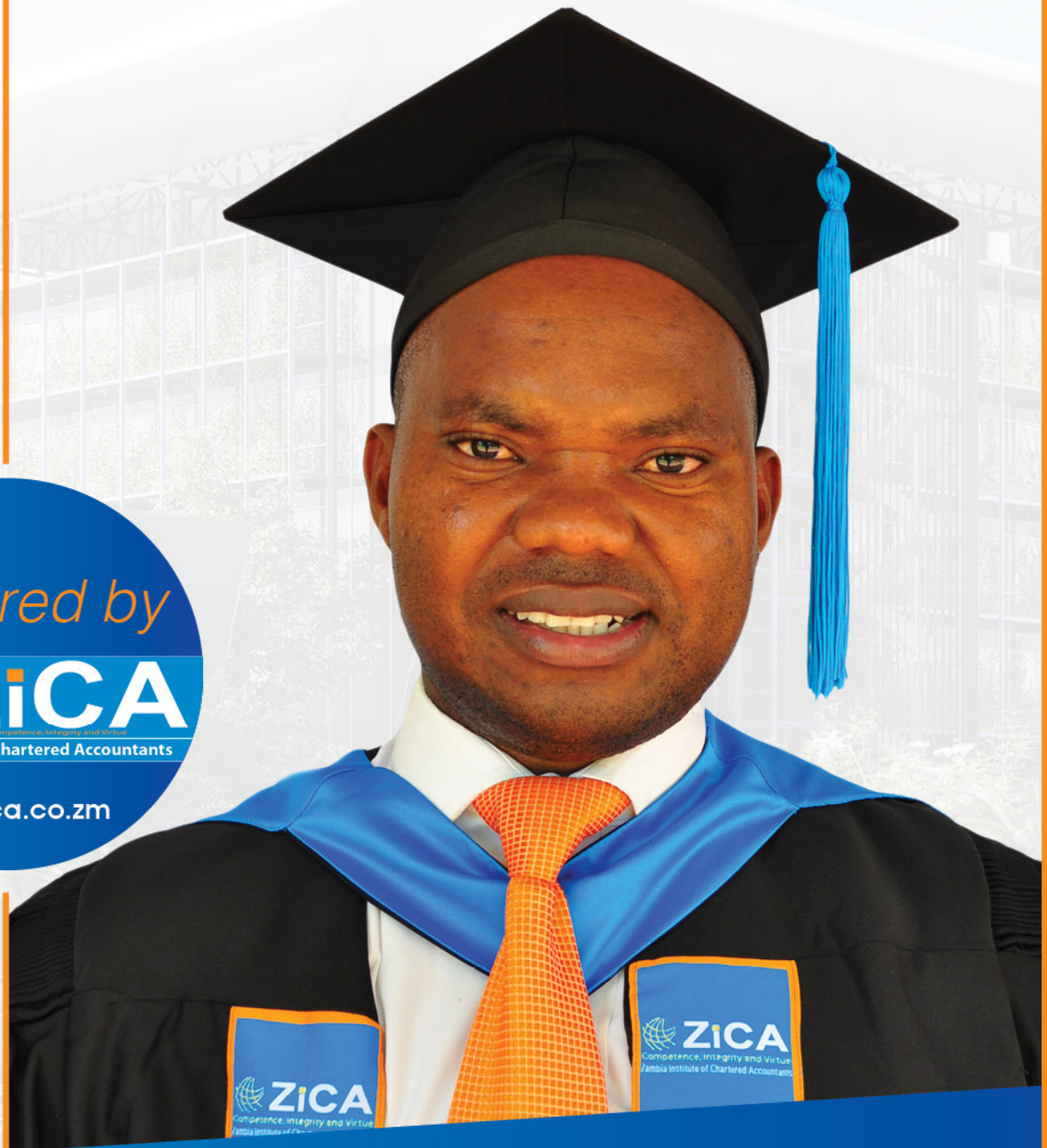
Collect stories of teams coming together to overcome the adversity caused by Covid-19. People are capable of amazing things in a time of crisis. Capture the detail of these stories; don't summarize them too much. So, if there are means available to simplify getting the job done, include it. Humans respond to the detail of the story, so capture that. Over the past few days, if you have heard any change in technology or any discussion for a new way of adapting to the new situation, it should be included in the write-up. These stories matter.

References

<https://www.gartner.com/smarterwithgartner/4-actions-to-be-a-good-leader-during-covid-19-disruption/>



Diploma in Public Sector Financial Management



ENTRY REQUIREMENTS:

The minimum entry requirement to the Diploma in Public Sector Financial Management is the ZICA Accountancy Technician Qualification or Equivalent

Register Now!



THE NEED THEORY OF MODERN LEADERSHIP AND MANAGEMENT

By James Kashalo

CURRENT ECONOMIC ENVIRONMENT

The current economic environment is highly dynamic and its impact on organizations is remarkable. The dynamic nature renders some of the organizations plans, targets and objectives irrelevant. Random sector, national and global events have to a great extent changed the course and implementation of strategy in many organizations. Think of the impact of the Corona Virus pandemic on organizations across the globe. Borders were locked down and to a greater extent, this slowed down economic activity for many countries.

CURRENT EDUCATION AND TRAINING

As opposed to the nature and extent of the education and training landscape over the last three decades, today's business world is flooded with highly educated graduates. People leave the academic world with numerous qualifications in an attempt to enhance competitive strength in the employment world. The many graduates released by the education and training institutes cannot all be employed by the industry whose capacity is limited.

The result of inadequate employment opportunities is:

- A desperate people wishing to do any job as long as it guarantees a living.
- Highly qualified individuals working under unqualified supervisor in educational terms who only boasts on the basis of experience.
- A conflict of interest between lower level employees who feel they can do better than their supervisors and their supervisors who wish to show that they hold the authority.
- A conflict of interest as to whose needs priority must be given.

CURRENT MANAGEMENT AND LEADERSHIP REQUIREMENTS

The solution to all management and leadership problems is attempting to strike a balance between the expectations of management and the expectations of its employees. This requires the employment of highly qualified management teams that possess the necessary expertise to be able to foster the implementation of corporate, business and operational

strategies. The employment of a management team which will understand the drivers of motivation, change, and other non-quantifiable factors is a mandatory requirement for the modern organization.

Modern management and leadership advocates for the aligning of corporate objectives to the objects of the various stakeholder groups including employees. Stakeholders need to believe that the achievement of company objectives is an essential recipe to the satisfaction of their needs. Employees therefore require that attention is paid to their needs for recognition, promotion, belonging, remuneration, career development, etc. Management on the other hand expects employees to be obedient, productive, and effective in carrying out their duties.

THE CONFLICT OF INTEREST

Conflicts of interest are inevitable. However, management must try by all means to limit the impact of the conflicts on the organization's objectives. For example, a highly authoritative supervisor may be imposing deadlines on a subordinate that are unattainable due to resource limitations, or perhaps due to inefficient technology. In such a case, management may think that the employee is not efficient while it is a fault on management's part for not providing the relevant resources required to accomplish these tasks. Therefore, more than anything, Leadership is a key requirement in modern management. The solution to all these issues is The Need Theory of Modern Leadership and Management.

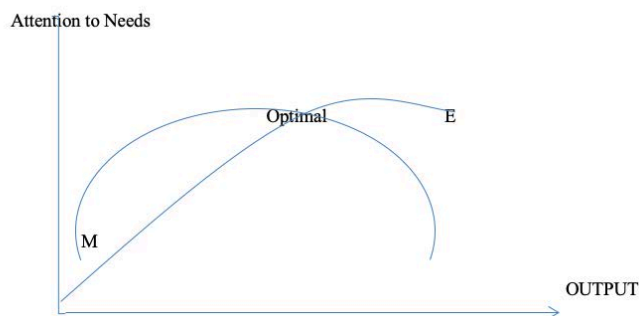
THE NEED THEORY OF MODERN LEADERSHIP AND MANAGEMENT

The need theory attempts to eliminate the inconsistencies that exist where management does not pay attention to the needs of its employees. According to the Need Theory of Leadership and Management, if management fails to meet the needs of its employees, employees will also deny the liability to pay attention to the needs of management and hence the organization as a whole. The ultimate effect on the organization is inability to meet corporate targets to a demotivated workforce. The fact that it is the employees that are directly involved in value creation (actual value) makes everything complicated.

The Need Theory of Modern Leadership and Management Cont'd

The argument here is that paying attention to the various needs of employees by management and employees paying attention to the needs of management, is a key driver to the motivation of both employees and management. If this is the case, then there must be an equilibrium level of attention at which the needs of management match the needs of employees. This is the level of attention to needs that any organization must attempt to reach. At this level, most of the organizations objectives are met and this is the optimal motivational level of that organization.

The needs of people working in an organization may vary from one organization to the next depending on the nature of the organization. This suggests that the decision to satisfy the needs of the various parties of an organization must be handled with care to avoid focusing on those needs that do not add value to the organization. The need theory attempts to relate the profitability, value creation or output of an organization to the satisfaction of the needs of employees by management and the needs of management by employees. It therefore assumes that profitability depends on the needs of these two



parties. When too much attention is paid to the needs of management, profits or output may begin to fall to inefficient levels. This means that the organization will be operating a level that is less optimal. Likewise, paying too much attention to employee needs is only efficient within certain levels.

The need theory can be expressed graphically as below:

M=Management Needs

E=Employee Needs

The graph highlights that at the point where the needs of management matches the needs of employees, everyone is happy and from here, output begins to continually increase until diminishing marginal returns begin to set in. Management must therefore ensure that this level of satisfaction of needs is optimized. The shape of the curve for Management needs indicates that since management is not directly involved in production, there are minimal benefits in terms of output increases obtainable from paying too much attention to management needs. Because management is actively involved in decision making both at strategic, tactical, and operational levels, then it will be in the best interest of the stakeholders (in general including shareholders) that their decisions put output and hence profitability on top priority.

Beyond the optimal level, there are minimal benefits obtained from paying extra attention to the needs of both management and employees. Since everyone is happy, the only requirement is to monitor whether the optimal level is the same or there is a shift to a new one to which the organization must adapt.

References

McLeod, S. A. (2020, March 20). Maslow's hierarchy of needs. Simply Psychology. <https://www.simplypsychology.org/maslow.html>



DO YOU WANT TO BECOME A CHARTERED ACCOUNTANT?



Entry Routes to the CA Zambia Professional Qualification

CA Certificate in Accountancy

School leavers: Grade 12 School Certificate or its equivalent with five (5) O'level Credit Grades or better including Mathematics and English.

CA Application Advanced Diploma in Accountancy

CA Certificate in Accountancy, Diploma in Accountancy or any other equivalent qualification on the Zambia Qualifications Framework (ZQF) level 4, level 5 or level 6 approved by the Institute and Grade 12 School Certificate or its equivalent with five (5) O' level credits or better including Mathematics and English.

CA Advisory Professional In Accountancy

CA Application Advanced Diploma in Accountancy, holders of recognised Degrees in Accountancy or any other equivalent qualification on the Zambia Qualifications Framework (ZQF) level 7 or level 8 recognised by the Institute and Grade 12 School Certificate or its equivalent with five (5) O' level credits or better including Mathematics and English.

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LAUNCH OF THE CA ZAMBIA AMBASSADORS PROGRAMME HELD AT SANDYS CREATIONS ON THURSDAY, 11TH MARCH 2021



The Zambia Institute of Chartered Accountants (ZICA) launched the Chartered Accountant Zambia Ambassadors Programme (CAZAP) on Thursday, 11th March 2021 held in Lusaka at Sandy's Creations Events. The launch was graced by the ZICA President Mrs. Cecilia Zimba who encouraged the Ambassadors to promote the CA Zambia qualification and represent the ZICA brand. In addition, ZICA President, Mrs. Cecilia Zimba echoed, "that with the recent developments in the CA Zambia qualification and in particular, the registration and accreditation of the programme, it calls for extensive outreach to inform, educate and project the wonderful benefits of enrolling onto the ZICA qualifications. She further stated that the fundamental challenge that the Institute faces is to achieve a shared understanding of the contribution and value to the education and training of accountants in the country as per the Institute's mandate".



The purpose of the launch was to introduce the Chartered Accountant Zambia Ambassadors (CAZA) under the Chartered Accountant Zambia Ambassadors Programme (CAZAP). The Ambassadors will be expected to market the CA Zambia brand and help inspire and recruit the next generation of Accountants. The CA Zambia Ambassadors Programme (CAZAP), is a prestigious leadership programme for CA Zambia qualified graduates and students who are dedicated to serving and representing the Institute. The mission of the CAZAP is to cultivate CA Zambia brand Ambassadors who will share their CA Zambia experience with prospective students, their families and their communities. The Ambassadors will also serve as agents of change in driving a good brand image, new student recruitment through marketing the CA Zambia qualification through their interactions with prospective students and when they perform special ambassadorial duties at various ZICA and non-ZICA events.

The prestigious CAZAP offers candidates outstanding intrinsic and extrinsic benefits including but not limited to the following:




- ✓ Discounted Annual Subscription fees
- ✓ Discounted Examination fees
- ✓ Free attendance at CPD events
- ✓ Free attendance at the Pre-AGM workshop and Gala Dinner
- ✓ Discounted fees for selected short courses in capacity building
- ✓ Special recognition and a pull of talent for employers

Ambassador Profiles




Below are the ambassador and their brief profiles:

| No. | FINALISTS | BRIEF PROFILE |
|-----|--|--|
| 1. | MWALE M. TEMBO CA Zambia Graduate  | <p>Mwale M. Tembo also known as MMT is a fellow of ZICA and one of the first seven (7) CA Zambia holders with over eleven (11) years' experience, three (3) years of full-time lecturing, six (6) years external auditing and about two (2) years in industry.</p> <p>A crowd puller, motivational speaker, robust IFRS trainer, external auditor, CA Zambia accredited mentor and self-driven finance and business advisor. He graduated meritoriously with a prize in best student in Advanced Management Accounting. At the age of 25 years, he became the first ZICA holder to become a full time Lecturer at ZCAS. He also became the first ZICA holder to be appointed examiner and marker of the ZICA examinations.</p> <p>MMT was the first ZICA and CA Zambia holder to serve on the ZICA Committee of Council for Education and Training Committee for 2.5 years and currently serves as a member of the ZICA Technical Committee of Council. He holds a Bachelor of Arts Degree in Accounting from Athlone Institute of Technology (Ireland), Certificate of Investment Advisor and Stock Broker Course issued by the Securities and Exchange Commission (SEC) of Zambia in collaboration with the Lusaka Stock Exchange (LUSE). He currently works for BDO Zambia Audit Services as Audit Manager in assurance and IFRS advisory services where he is the lead internal trainer tasked with IFRS and ISA training to the first, second and third-year auditors. MMT remains passionate about growing other accounting and finance professionals into seasoned leaders to play a catalytic role in not only the accounting profession but also in society at large. He believes that the success of his professional career is not measured by his achievements but rather by the success of other professionals. Ask him about CA Zambia on LinkedIn or WhatsApp /call him on +260 960 283 594</p> |
| 2. | NDLOVU MUSAWENKOSI CA Zambia Graduate  | <p>Musawenkosi is a young results-focused CA Zambia Ambassador, who is motivated by all forms of challenges and tasks, and lives to make an impact by facing every obstacle, turning every table and delivering exceptional services when needed.</p> <p>He completed the CA Zambia course in only two (2) years, obtaining three (3) Best performing student awards, to become the youngest candidate to ever complete the CA Zambia course. He believes that his prominence, beyond reasonable doubt, has helped change thousands of mind-sets of the youth we have today, who are the Institute's main target group. He previously worked with Grant Thornton Zambia as an Audit Assistant and he is currently working for Total Zambia as an Assistant Accountant.</p> |




Ambassador Profiles

| No. | FINALISTS | BRIEF PROFILE |
|-----|--|--|
| 3. | MWANSA FELIX CA Zambia Graduate  | <p>Felix Mwansa is an author, writer, motivational/inspirational speaker, lecturer, a strategic advisor, an Entrepreneur, a Professional Chartered Accountant and a One Young World Ambassador.</p> <p>Felix was a top 2019 Chartered Accountant Zambia graduate awarded with 9 Best Performing Student Certificates at national level and as best overall performing student. He served as interim General Secretary and as Vice President of the Zambia ICT College Accountancy Student's Chapter.</p> <p>He recently worked for the Bank of Zambia, in the Finance Department as an Assistant Accountant and for PKF Chartered Accountants.</p> <p>Felix is also the Zambia Institute of Chartered Accountants (ZiCA) and Chartered Accountants Worldwide (CAW) One Young World Ambassador. He represented Zambia, ZiCA and CAW at the 2019 One Young World Summit held in London, United Kingdom, from 22 - 25 October, 2019.</p> <p>He is passionate about accelerating and driving positive change in his community thereby leaving the world a better place than he found it, in the interest of the unborn generation.</p> <p>Felix's published works include: Living a Purposeful Life, The Seven Principles of Success and My Chartered Accountancy Journey and Potential.</p> |
| 4. | MWANZA GILBERT CA Zambia Student  | <p>Gilbert Mwanza is currently pursuing his final CA Zambia Advisory paper and he holds a Diploma in Accountancy from which he graduated as best student in Governance and Corporate Law. He is a highly driven and result oriented person with a strong leadership acumen. He is currently serving as President for the Richard Allen Young Adults Council (RAYAC) and Vice President in the Young people's and Children's Department of the African Methodist Episcopal Church. He has 3 years hands on experience in real estate, retail, insurance and the third sector industries. He is currently working for National Housing Empowerment Fund (NHEF) as a Credit Controller where he has been instrumental in building and implementing the company's information system. He is a career guidance coach and motivational speaker and he is passionate about building those around him.</p> |
| 5. | MAMBWE GIVEN KAUNDA CA Zambia Graduate  | <p>Mambwe Given is a dedicated individual who is result oriented and honest. Among other attributes, she is trustworthy, reliable, and able to work with very minimal supervision, ethical and a team player.</p> <p>She was one of the first students to have completed the new CA Zambia programme and she has always kept the right attitude towards the programme.</p> <p>She currently works for Luapula Water Supply and Sanitation Company as a Management Accountant - a position she got after the completion of the CA Zambia Advisory level in December 2017. The CA qualification also earned her an enrolment into a Masters Degree in Economics and Finance that she is currently pursuing. As a CA Zambia Ambassador my passion is to bridge the information gap on the CA brand among different stakeholders and influence positively to grow the brand beyond Zambian borders. In her Ambassadorial role, she is committed to sell the brand and eliminate any barriers that could be in the accounting industry and take it to another level.</p> |

Ambassador Profiles

| No. | FINALISTS | BRIEF PROFILE |
|-----|--|--|
| 6. | MWANAUTA MUZEYA CA Zambia Student  | <p>Mwanauta Muzeya Jackson, is an accountant at Patmat Investments Limited a Transportation company since December 2020, Muzeya is a holder of the ZICA Technician and currently doing the last papers in CA Application level. He previously worked for Kitwe Vocational Training Centre (KVTC) as an Assistant Accountant. He was also a private tutor at Zambia ICT College assisting his fellow students during the weekends. He is a hardworking man, with a good heart, kind and smart. He believes the opportunity of being a CA Zambia Ambassador will give him an opportunity to encourage those who are in high schools to choose CA Zambia as a career when they pass with flying colours, as it opens up many opportunities including becoming Chief Financial Officer, Chartered Accountant, Auditor and Chief Executive Officer.</p> |
| 7. | MULENGA BIBIAN CA Zambia Graduate  | <p>Bibian Mulenga is a result oriented individual, able to cope well in the dynamic world and a proactive team member. Bibian has worked for 4 years as an Accountant and she was also engaged under a short term contract as financial management consultant at Bakertilly. Owing to the fact that she has completed her examination component of the CA Zambia Programme, Bibian is determined to ensure that she completes the programme to the end by obtaining her practical experience.</p> |
| 8. | PHIRI CHIFUKA CA Zambia Student  | <p>Chifuka Kachimfya Phiri is a Zambian male aged 32, currently studying the CA Zambia programme and is a holder of the ZICA Professional Certificate. He is also pursuing a Master of Science in Economics & Finance. Chifuka works for Zambia Daily Mail Limited as Accountant - Payables & Payroll a position he has held for more than 2 years.</p> <p>He is self-driven and highly motivated to take up new challenges. Furthermore, he can be trusted to provide a sound and objective view on a cross-section of discussion points. Chifuka's contribution to the profession has also been through excellence in his job execution and integrity, a virtue he holds in great esteem. He is also contributing by supervising and helping newly qualified accountants get their feet in the industry whilst on internship.</p> |

Ambassador Profiles

| No. | FINALISTS | BRIEF PROFILE |
|-----|---|--|
| 9. | PHIRI A. ALAKWISA CA Zambia graduate  | <p>Phiri Amon Alakwisa is a CA Zambia graduate and is currently working as an Audit Senior at IABC Associates. In 2014 he graduated with a Bachelors degree in Accountancy from the Copperbelt University (CBU). He has over seven (7) years' industry experience: 4 years in accountancy and 3 years external auditing experience. Amon Alakwisa is proficient in IFRS and US GAAP conceptual frameworks with direct experience in accounting systems analysis particularly with BRS Management systems, QuickBooks, Dove payroll and ERP SAGE packages such as SAGE Pastel Partner and Evolution systems. Amon Alakwisa has worked in the Government and private sector where he has been and is still involved in several Accounting and Audit services including but not limited to forensic audit and investigations, external audit, corporate governance, risk management, due diligence, financial analysis, budgeting/forecasting and reporting. He was a member of the ZICA CBU Chapter in Kitwe from 2010 to 2013 and while in his final academic year at CBU he served as the Chapter Chief of Operations. He is passionate about the institute, analytical in areas of synthesizing critical information, risk assessment, issue identification, creative problem-solving, facilitating negotiations, and ultimately offering robust mitigation remedies. Amon believes he has the ability to implement the change management desires in order to transition the CA Zambia Programme.</p> |
| 10. | NGWEZA RYAN CA Zambia Student  | <p>Ryan Ngweza is currently pursuing the Chartered Accountancy (CA) - Zambia study programme. He is currently the ICT Officer for Najmi international Limited. He is a team player with a high level of integrity and an aptitude for information technology. His vast IT experience coupled with sound knowledge in accounting and business management applications has geared him towards providing related services and products tactfully and confidently.</p> <p>His lifelong goal is to achieve personal and professional excellence, through further study and the pursuit of self-actualization. He is a proud holder of a Bachelor of Science in Computing from Cavendish University Zambia (CUZ), he also holds Cisco Certified Network Associate (CCNA) affiliation among others.</p> |
| 11. | MWEMA NDAYA CA Zambia Student  | <p>Ndaya Vanessa Mwema is a graduate member of the Zambia Institute of Chartered Accountants, currently working for PKF Chartered Accountants as an Audit Assistant.</p> <p>She obtained an award for best performing student in financial reporting in the December 2017 sitting. She is a hardworking lady, goal oriented and result focused. She is a committed and dedicated person who sticks to plans by ensuring what is started is accomplished with excellence.</p> <p>Given that there are a few female accounting students, one of her plans is to encourage and bring on board as many female Accounting students as possible on to ZICA programmes which will bring about gender equality in the profession and lead to women empowerment.</p> |

Ambassador Profiles




| No. | FINALISTS | BRIEF PROFILE |
|-----|---|---|
| 12. | NYIRENDA PROSPER CA Zambia Student  | <p>Nyirenda Prosper is a student currently studying the CA Zambia programme. He is a young vibrant and hardworking male that is very ambitious, determined and motivated, when it comes to working towards achieving his vision.</p> <p>He was appointed as a board member of Mungwi Technical Secondary School board by the Ministry of General Education and was also appointed a prefect later in that year making him the first student to hold such dual and important roles.</p> <p>He has taken it upon himself to mentor and inspire new students that have joined the chartered accountancy family which is a noble and prestigious profession by offering hints and advice on how to navigate through the programme based on past experiences.</p> |
| 13. | CHABAYA ESAU CA Zambia Student  | <p>Esau Chabaya is currently studying the CA Zambia programme and is a Chartered Accountant Zambia programme (CAZAP) Ambassador. He is currently working for Bank of Zambia as a Note Examiner under the Banking, Currency and Payment Systems Department. He upholds the highest degree of professionalism as holder of the ZICA Technician qualification. He is also a paid up ZICA member. He participates in various voluntary community projects that support sport, patriotism and entrepreneurship.</p> <p>Esau strongly believes he has the intellectual, mental and emotional abilities to serve as an Ambassador. This is because he works for the Bank of Zambia which has given him a national platform to address the plight of the ordinary Zambian, especially the youth and therefore he can use this platform to reach out to the masses through various initiatives that the Bank has. BOZ is also one of the institutions that endorsed the CA Zambia programme.</p> |
| 14. | NZALIWE PHIRI CA Zambia Student  | <p>Nzali Phiri is currently a student of the CA Zambia programme and a CA ZICA Brand Ambassador. She holds an Honors degree in Business Studies (Finance) and an Advanced Diploma in Business Management (ABE). She regards herself as an ambitious, highly energetic business and accounting professional with a passion in financial literacy and analytics. Nzali is dedicated to creating efficiency at all levels of management through eloquent service delivery and focus. She has hands-on experience in organizing meetings, coordinating with various stakeholders and maintaining the executive's calendars. Nzali is a team player and motivator who always strives to empower and encourage others to pursue their dreams.</p> |

PHOTO FOCUS FOR CA ZAMBIA AMBASSADORS LAUNCH



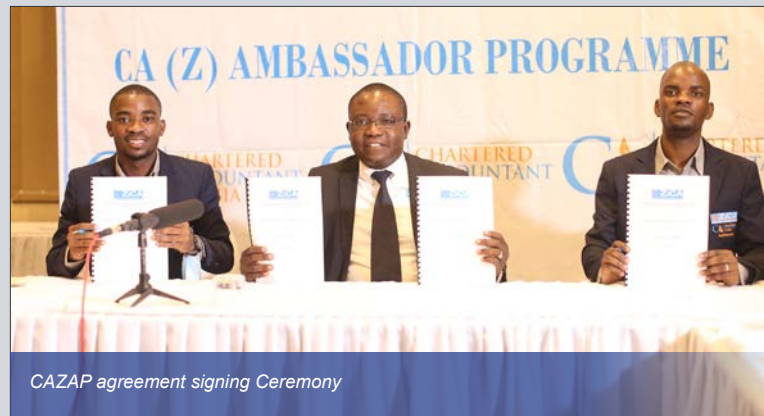
ZiCA President Mrs Cecilia Zimba officiating at the CA Zambia Ambassadors Programme Launch at Sandy's Creation in Lusaka



CA Zambia Ambassadors pose for a photo after the Training.



L - R ZiCA CEO Bonna Kashinga, Musawenkosi Ndhlovu displaying his Certificates and Shield, ZiCA President Mrs Cecilia Zimba and immediate past President Mr. Jason Kazilimani Jr.



CAZAP agreement signing Ceremony



Mr. Chibamba Kanyama interacting with a guest during the launch



ZiCA President receives My Chartered Accountant Book by Felix Mwansa after the book Launch



CAZAP group photo after signing ceremony



CA Zambia Ambassadors during training at Sandy's creation in Lusaka

e-Books Launch!

The Zambia Institute of Chartered Accountants has launched the e-version of study manuals and revision kits for the **CA Zambia qualification** and **Diploma in Accountancy.**



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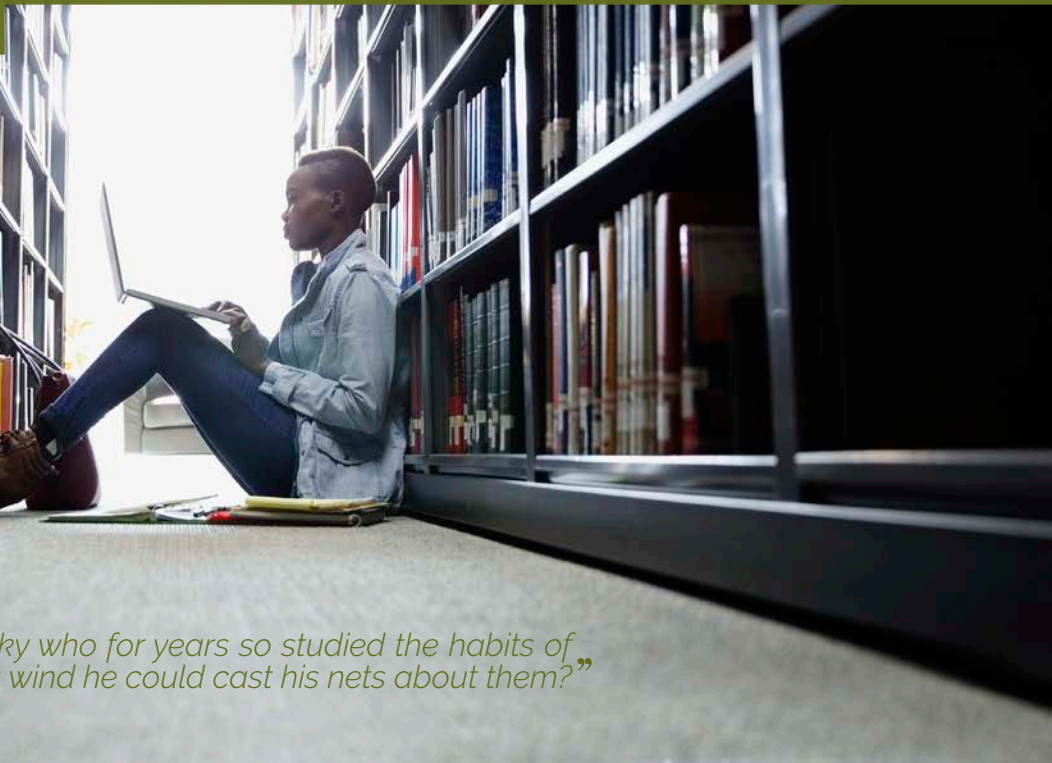
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PLANNING AND PREPARATION

– THE FUNDAMENTAL KEYS TO SUCCESS IN EXAMS

By Chota Munthali.



“Would you call a fisherman lucky who for years so studied the habits of the fish that with each changing wind he could cast his nets about them?”

Would you say after a man, having caught a generous quantity of fish that, every man has his fair share of luck and that his happened to be around the corner? and by so saying; be oblivious to the fact that he adequately planned and prepared for such an outcome through the years of studying the fishes' habits and the various variations in which he could cast his nets about them and in accordance with the change in wind? The answer to these questions will be a resounding, "NO!"

There are so many fundamental keys to success and some might vary from situation to situation and from one individual to another. However, it is nearly impossible to substitute planning and preparation in attaining success – regardless of the activity or endeavour. For one to attain any significant level of success in any activity or endeavour of life; planning and preparation should be at the very core of such an activity or endeavour, otherwise failure is inevitable. In other words, planning and preparation if effectively employed and executed can guarantee success in almost any facet of life and that includes but not limited to exams, work, business and life at large. In this article however, we shall focus on exams.

You might have heard of the infamous "ZICA Temunobe" phrase which is mostly used in reference to how tough ZICA exams could be. Indeed, ZICA exams can be quite tough at times and they even become tougher if one hasn't adequately planned and prepared for them. The good news however is that, with the right amount of planning and preparation, any exam is passable – and yes, this includes rocket science exams.

The recommendation on how to plan and prepare for ZICA or any other professional exams, so as to ensure a comfortable pass, has always been as follows:

DURING EXAM PREPARATION

Study the whole syllabus

Avoid selective studying when covering the syllabus as this is what results in the majority of candidates being unsuccessful in exams. Ensure that you cover the whole syllabus thoroughly and that you are comfortable with all the areas of the syllabus.

Granted, covering the whole syllabus might not necessarily be easy for certain subjects but by starting your studies early and with the right amount of consistency and

perseverance, it is possible to achieve this. The benefits therein are tenfold. Covering the whole syllabus not only helps equip you with the requisite knowledge with regards to the various aspects of the syllabus but also helps you build the necessary confidence within yourself towards your exams.

Do lots of practice questions

As the saying goes, "Practice makes perfect". You definitely need to practice enough questions before having a go at professional exams.

For ZICA exams, you can achieve this by working through the questions in the ZICA Revision Kits or questions in the ZICA passed exam question papers which can be accessed on the ZICA website or through the ZICA App (please note that the ZICA App can be downloaded from Google play store or iStore). With regards to passed exam question papers, where possible, I would recommend that you work through at least 5 years' worth of passed exam question papers prior to your exam sitting. If worked through thoroughly, such a quantity of passed papers will help you have an all-round perspective of how each area of the syllabus could possibly be examined.

Read the Examiner's report

Learning is of two kinds – the first kind being learning from our own mistakes and the other kind being learning from other people's mistakes.

The examiner's report is basically a summary of the mistakes made by candidates in the sitting to which it relates and it's quite unfathomable that most candidates will not take time to acquaint themselves with such valuable and insightful information, and by so doing, miss out on the opportunity to learn from their own and their predecessor's mistakes.

It is also worth emphasising the fact that the information in the examiner's report is not from any other source other than the chief examiner – and who else would you want to hear from pertaining to exams besides the chief examiner himself?

Reading through the examiner's report you see two themes constantly being repeated and these are – insufficient coverage of the syllabus by most candidates (as discussed in "studying the whole syllabus" above) and candidates not understanding the question and its requirement(s) (as discussed in "Understand the question and its requirements" below).

On this premise, it's highly recommended that candidates read the examiner's reports and acquaint themselves with various mistakes made by candidates in prior sittings as this could save such individuals a great deal of time and money.

Expand your studies

It is still good advice to make reference to various study materials pertaining to the subject you intend to sit for. This not only helps you to have a broader perspective of the subject but also adds an extra dimension to your understanding of the subject, and by so doing, improves your chances of passing your exams.

DURING THE EXAMS

As you might have probably gathered from your prior exams, planning and preparation does not end outside the exam room but also transcends into the exam room. On this basis, having discussed how planning and preparation can be applied during exam preparation, it's just fair that we also look

at how planning and preparation can be applied in the exam room and the benefits therein.

15 Minutes Reading Time

Use your 15 minutes reading time wisely by reading through the entire question paper's requirements and sequentially numbering the questions you are required and/or would want to attempt – starting with the question you are most comfortable with.

Understand the question and its requirements

Abraham Lincoln once said, "If I had six hours to cut down a tree I'd spend the first four hours sharpening the saw".

Going by Lincoln's principle, it's highly recommended that you spend at least a minute or two of the total time you are supposed to spend on each question to read and analyse the question and its requirements so as to ensure that you understand exactly what the question is asking of you.

One of the many mistakes some candidates make is rushing into answering a question and half way through the question realise that they have overlooked some critical detail and/or instruction which might result in (a worst case scenario) crossing out everything they have written up to the point of realisation and starting afresh. This is usually detrimental to the candidate's time and confidence and such mistakes can be avoided by simply investing a little bit of time in understanding the question and its requirements.

IN A NUTSHELL

Consider this; Jack Nicklaus, once the world famous golfer, explains he will not even pick up a club until he has a very clear image on the screen of his mind, showing exactly how the ball will fly through the air, how it will hit the ground and where it will roll after it hits. Nicklaus calls this "going to the movies" and he had become so proficient at it that he became known throughout the world. Fame and fortune were his for the taking.

You too can apply the Nicklaus principle "going to the movies" by having a clear picture on the screen of your mind showing how exactly the semester will pan out the subjects you intend to sit for, the books to study, what days to study, how many hours to devote to your studies in the days you study, when you expect to start the syllabus, when you expect to finish the syllabus and when you intend to start revising etc. Without this clear mental image, success in the semester and ultimately examinations, is unlikely.

Above all, always remember to pray and put God at the centre of your activities and or endeavours.

Wishing you all the best in your future exams.

References:

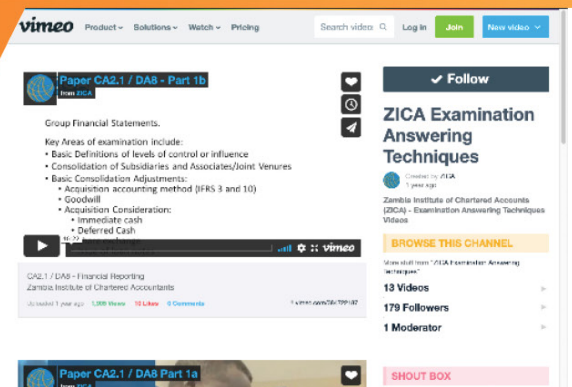
- The Richest Man in Babylon by GEORGE S. CLASON.
- Abraham Lincolns' quotes (Source: Google).
- You were Born Rich by BOB PROCTOR.



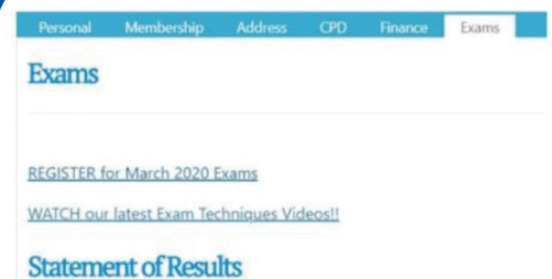
EXAMINATION TECHNIQUES VIDEOS

The Institute continues to provide students with tools to help them succeed in their examinations such as the Examinations Answering Techniques videos, which are available on [vimeo.com](https://vimeo.com/channels/zica) (a video hosting site). The Institute will continue supporting students to ensure that they are well equipped to answer ZICA examinations.

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ACTIVITY BASED COSTING (ABC)

By Enos Chiyongwe

This is a popular topic in the costing, management accounting and advanced management accounting examinations. The topic is examined every other sitting, this could be due to poor performance by candidates. In costing papers, normally, candidates are asked to calculate the cost of a unit using ABC. The management accounting questions are both computational and interpretation while in the advanced management accounting, candidates are further required to evaluate. This article helps the reader to be aware of the requirements and perfect the approach to this topic.

WHAT IT IS?

Activity-Based Costing (ABC) is a method of assigning the organisation's resource costs through activities to the products and services provided to its customers. It is defined as a technique of cost attribution to cost units on the basis of benefits received from indirect activities, e.g. ordering, setting up, and assuring quality.

THE PURPOSE OF ABC

This is generally used as a tool for understanding product and customer cost and profitability. As such, ABC has predominately been used to support strategic decisions such as pricing, outsourcing and identification and measurement of process improvement initiatives.

ABC principles are used: (i) to focus management attention on the total cost to produce a product or service, and (ii) as the basis for full cost recovery. Support services are particularly suitable for activity-based resourcing because they produce identifiable and measurable units of output.

Activity-Based Costing encourages managers to identify which activities are value added—those that will best accomplish a mission, deliver a service, or meet a customer demand. It improves operational efficiency and enhances decision-making through better and more meaningful cost information.

Differences between ABC and traditional methods

- Traditional costing methods uses a single measure of activity to attribute production overhead costs to cost units.
- ABC recognises that costs are generated by many different activities not just a single activity.

HOW IS IT APPLIED?

ABC involves identification of costs with each cost driving activity and making it as the basis of apportionment of costs over different products or jobs on the basis of the number of activities required for their completion. It is basically used for apportionment of overhead costs in an organisation having products that differ in volume and complexity of production. Under this technique, the overhead costs of the organisation are identified with each activity which is acting as a cost driver i.e. the cause for incurrence of overhead costs. Such cost drivers may be purchase orders issued, quality inspections, maintenance requests, material receipts, inventory movements, power consumed, machine time, etc. Having identified the overhead costs with each cost centre, cost per unit of cost driver can be ascertained. The overhead costs can be assigned to jobs on the basis of number of activities required for their completion. In summary, the application of ABC is as follows:

- Identify the organisation's major activities
- Estimate the costs associated with performing each activity and these costs are collected into cost pools.
- Identify the factors that influence the cost pools. These are known as the cost drivers.
- Calculate the rate : $\text{Cost driver rate} = \frac{\text{Costpool}}{\text{Costdriver}}$
- Charge the overheads to the products by applying the cost driver rates to the activity usage of the products.

QUESTION FOUR

Zambezi Limited (Z Ltd) manufactures three (3) types of products X, Y and Z. The company uses standard absorption costing to charge production overheads to the products and keeps no inventory. The following information is available on the products:

| | X | Y | Z |
|------------------------------|--------|--------|--------|
| Labour hours per unit (hrs) | 3 | 2 | 4 |
| Machine hours per unit (hrs) | 2 | 4 | 3 |
| Material per unit (Kg) | 4 | 5 | 3 |
| Selling price per unit (K) | 54 | 66 | 60 |
| Production units | 15,000 | 20,000 | 10,000 |

Labour is currently paid at K6 per hour and material costs K5 per Kg. The above costs will remain constant per unit. Production overheads amount to K825,000 and are currently absorbed into the products based on the intensity of the level of activity between labour and machines. This method of charging overheads to the products has been largely criticised and the company is considering changing to an Activity Based Costing (ABC) approach. In this regard, the overheads have been analysed as follows:

- 20% of the overheads are caused by machine running time;
- 30% of the overheads are caused by production set ups;
- 25% of the overheads are caused by material order processing; and
- 25% of the overheads are caused by customer order processing.

| The following information is also available: | | | |
|--|-----|-------|-----|
| | X | Y | Z |
| Batch size (units) | 150 | 1,000 | 100 |
| Set ups per batch | 25 | 15 | 30 |
| Material orders per batch | 50 | 50 | 50 |
| Customer order batch size (units) | 100 | 100 | 100 |
| Customer order processing per batch | 2 | 3 | 1 |

Required:

- Calculate the profit per unit for each product and the total profit for Zambezi Ltd using the current costing method. (6 marks)
- Calculate the profit per unit for each product and the total profit for Zambezi Ltd using the proposed Activity based costing method. (10 marks)
- Explain why Zambezi Ltd should consider changing to an ABC approach. (4 marks)

[Total 20 Marks]

Approach

The Chartered Accountant qualification requires candidates to do the following:

- Correctly interpret requirements.
- Actively read the scenarios and mini case study questions, highlighting the information that is relevant for each part of the requirement
- Use that information to perform calculations that are carefully structured and clearly set out, with all workings shown in an easy-to-follow layout.
- Write accurately and coherently, using simple acceptable language rather than sentences that have no structure and no real content.

The first two parts of the requirement have 'calculate' as the key verb. The verb simply means to work out. In both questions, the candidate was required to calculate profit. In the last part of the requirement, 'explain' is the key verb which means to give a reason for something; say why it is as it is rather than just stating that it is. Normally, passing and failing will be determined by how knowledgeable a candidate is in the subject matter.

Solution

- (a) Calculate the profit per unit for each product and the total profit for Zambezi Ltd using the current costing method. (6 marks)

Profit per unit = selling price less total cost per unit

Total cost is comprised of both direct costs and overheads (indirect costs)

The overheads in this case were being absorbed using the intensity between the labour hours and machine hours. Therefore, it is important to determine the hours.

Direct labour hours = (3hrs per unit x 15,000units) + (2hrs per unit x 20,000units) + (4hrs per unit x 10,000units) = 125,000 hours

Machine hours = (2hrs per unit x 15,000units) + (4hrs per unit x 20,000units) + (3hrs per unit x 10,000units) = 140,000 hours

The company has more machine hours and therefore the overheads will be absorbed on this basis.

OAR = Overheads/machine hours = K825,000/140,000 machine hours = K5.89/machine hour

The OAR is used to allocate the overheads to the unit of production.

| Finally the profit per unit can be computed as follows: | | | |
|---|---------|---------|---------|
| Product | X | Y | Z |
| | K | K | K |
| Selling price per unit | 54 | 66 | 60 |
| Material (4kgs/5kgs/3kgs x K5/kgs) | (20) | (25) | (15) |
| Labour (3hrs/2hrs/4hrs x K6/hour) | (18) | (12) | (24) |
| Production overheads (2hrs/4hrs/3hrs x K5.89/hrs) | (11.78) | (23.56) | (17.67) |
| Profit per unit | 4.22 | 5.44 | 3.33 |

- (b) Calculate the profit per unit for each product and the total profit for Zambezi Ltd using the proposed Activity based costing method. (10 marks)

First, compute/determine the total level of activity for each cost driver and then find the rate using the following:

Rate = Total cost pool/Total cost driver activity

Normally, a tabular presentation is the easiest approach.

| Products | X | Y | Z | Total Activity | Cost Pool | Rate |
|-------------------------|--------|--------|--------|----------------|-----------|---------|
| No. of Batches | 100 | 20 | 100 | | | |
| Production Set ups | 2,500 | 300 | 3,000 | 5,800 | K247,500 | K42.67 |
| Material orders | 5,000 | 1,000 | 5,000 | 11,000 | K206,250 | K18.75 |
| No. of customer batches | 150 | 200 | 100 | | | |
| Customer orders | 300 | 600 | 100 | 1,000 | K206,250 | K206.25 |
| Machine hours | 30,000 | 80,000 | 30,000 | 140,000 | K165,000 | K1.18 |

Determination of cost pools:

Cost pool

Machine running time 20% of K825,000 = K165,000.00

Production set ups 30% of K825,000 = K247,500.00

Material order processing 25% of K825,000 = K206,250.00

Customer order processing 25% of K825,000 = K206,250.00

Computation of cost drivers:

| | | X | Y | Z |
|-----------------------------|--|----------------------------|----------------------------|----------------------------|
| Number of batches | Total units/batch size | $\frac{15,000}{150} = 100$ | $\frac{2,000}{1,000} = 20$ | $\frac{10,000}{100} = 100$ |
| Number of set-ups | Set-ups x No. Of batches | $25 \times 100 = 2,500$ | $15 \times 20 = 300$ | $30 \times 100 = 3,000$ |
| Number of material orders | Orders x No. Of batches | $50 \times 100 = 5,000$ | 100 | |
| Number of Customers batches | Total units/batch size | $\frac{15,000}{100} = 150$ | $\frac{20,000}{100} = 200$ | $\frac{10,000}{100} = 100$ |
| Number of customers orders | Number of batches x orders per batch | $150 \times 2 = 300$ | $200 \times 3 = 600$ | $100 \times 1 = 100$ |
| Machine hours | Number of units x machine hours per unit | $15,000 \times 2 = 30,000$ | $20,000 \times 4 = 80,000$ | $10,000 \times 3 = 30,000$ |

| | X | Y | Z |
|--|------------|--------------|------------|
| Batch size (units) | 150 | 1,000 | 100 |
| Set ups per batch | 25 | 15 | 30 |
| Material orders per batch | 50 | 50 | 50 |
| Customer order batch size (units) | 100 | 100 | 100 |
| Customer order processing per batch | 2 | 3 | 1 |

The rates found above are then used to allocate the costs to the products.

| Products | X | Y | Z |
|-------------------------|----------|----------|----------|
| Production set up costs | K106,675 | K12,801 | K128,010 |
| Material order costs | K93,750 | K18,750 | K93,750 |
| Customer order costs | K61,875 | K123,750 | K20,625 |
| Machine running costs | K35,400 | K94,400 | K35,400 |
| Total overheads | K297,700 | K249,701 | K277,785 |
| Units | 15,000 | 20,000 | 10,000 |
| Overhead cost per unit | (K19.85) | (K12.48) | (K27.78) |

The profit per unit is calculated as follows:

| Product | X | Y | Z |
|------------------------------------|-------------|--------------|-------------|
| | K | K | K |
| Selling price per unit | 54 | 66 | 60 |
| Material (4kgs/5kgs/3kgs x K5/kgs) | (20) | (25) | (15) |
| Labour (3hrs/2hrs/4hrs x K6/hour) | (18) | (12) | (24) |
| Production overheads | (19.85) | (12.48) | (27.78) |
| Profit per unit | 3.85 | 16.52 | 6.78 |

The Advantages and Disadvantages of ABC

Advantages of ABC

- The unit costs should more accurately reflect the activities performed and therefore the resources used.
- It helps to identify customers who are unprofitable to service and products which are unprofitable to produce.
- It helps identify those activities that add more to value than to cost, so that the non-value added items can be appraised effectively with a view to elimination.
- By focusing attention on cost drivers, managers will have a better understanding of the costs of production and the costs of the activities performed by the company.

Disadvantages of ABC

- It is a more complex and costly technique to set up and generate than conventional costing systems.
- There are normally problems in identifying what the cost driver is, for a given cost pool.

References:

Drury Colin : Management and Cost Accounting; International Thomson Business Press, London.

BPP Learning Media Ltd and the Zambia Institute of Chartered Accountants (ZICA) 2017

Coombs et al : Management Accounting; Principles and Applications; SAGE Publications.

Author: Enos Chiyongwe

Enos is a Chartered Accountant and finance expert. He is a ZICA consultant in costing and management accounting.

| No. | Name of Accredited Organisation | External Trainees | Internal Trainees |
|-----|--|-------------------|-------------------|
| 1 | AMG Global Chartered Accountants, Lusaka | YES | YES |
| 2 | KPMG Zambia, Lusaka | YES | YES |
| 3 | HCL Chartered Accountants, Ndola | NO | YES |
| 4 | ECD and Associates, Lusaka | YES | YES |
| 5 | GlZ, Lusaka | NO | YES |
| 6 | Grant Thornton, Lusaka | YES | YES |
| 7 | ABACUS360, Lusaka | YES | YES |
| 8 | Techzam Limited, Lusaka | NO | YES |
| 9 | ZAMCOM, Lusaka | NO | YES |
| 10 | Thewo & Company, Lusaka | YES | YES |
| 11 | HLB, Lusaka | YES | YES |
| 12 | LAFARGE ZAMBIA PLC, Chilanga | YES | YES |
| 13 | Zambia Compulsory Standards Agency (ZCSA), Lusaka | YES | YES |
| 14 | Zambia Home Loans Limited, Lusaka | NO | YES |
| 15 | MGK Chartered Accountants, Ndola | YES | YES |
| 16 | St Columba's Presbyterian school /Church, Lusaka | YES | YES |
| 17 | Client Focus Solution (CFS) | YES | YES |
| 18 | PwC Zambia. Lusaka | YES | YES |
| 19 | Emergent Business Solution, Kitwe | YES | YES |
| 20 | HAI Telecommunications, Lusaka | YES | YES |
| 21 | PKF Zambia, Lusaka, Ndola & Livingstone | YES | YES |
| 22 | Hitachi Construction Machinery Zambia Ltd, Lusaka | YES | YES |
| 23 | World Bank Group, Lusaka | NO | YES |
| 24 | Castle Lead Works (Z) Ltd, Kitwe | YES | YES |
| 25 | COMACO, Lusaka | YES | YES |
| 26 | Leasing Finance Company, Ndola | YES | YES |
| 27 | Deloitte & Touché, Lusaka and Kitwe | YES | YES |
| 28 | D & D Management consultants, Lusaka | YES | YES |
| 29 | Judiciary, Lusaka | NO | YES |
| 30 | Zambia Revenue Authority, Lusaka | NO | YES |
| 31 | BDO Zambia, Lusaka | YES | YES |
| 32 | Mpongwe Milling Company Ltd, Kitwe | NO | YES |
| 33 | ZESCO Limited, Lusaka | NO | YES |
| 34 | Mopani Copper Mines | NO | YES |
| 35 | Copperbelt Provincial Administration, Ndola | NO | YES |
| 36 | Quantum Foods | NO | YES |
| 37 | ZICA Hq | YES | YES |
| 38 | Zambia ICT College | YES | YES |
| 39 | Zambia Development Agency | YES | YES |
| 40 | Stanbic Bank | NO | YES |
| 41 | CBL Agri Zambia Limited | YES | YES |
| 42 | IABC Associates | YES | YES |
| 43 | Ministry of Finance – Internal Audit Division | YES | YES |
| 44 | Mark Daniels Chartered Accountants | YES | YES |
| 45 | Ministry of National Development Planning | YES | YES |
| 46 | RSM Zambia Chartered Accountants | YES | YES |
| 47 | ACTCO Accountants | YES | YES |
| 48 | CACTUS Financial Services Ltd | YES | YES |
| 49 | Lusaka South Multi Facility Economic Zone Ltd (LS- MFEZ) | NO | YES |
| 50 | Luapula Water & Sewerage Company | NO | YES |

NOTE: **NO**, under External Trainees means the Organisation does **not** provide practical training to students who are not their employees

| NAME | MEMBER NO. | ORGANISATION | TOWN |
|------------------------------------|------------|--------------------------------------|-------------|
| Sakala Misozi | F005696 | Zanaco Bank Plc | Lusaka |
| Muzuma Steven | F001829 | The Judiciary Headquarters | Lusaka |
| Banda Chilala Milimo | F004257 | Grant Thornton | Lusaka |
| Chola Mercy | A007630 | Grant Thornton | Lusaka |
| Banda Baison | F000299 | UHY Amo Certified Public Accountants | Lusaka |
| Mwila Nahum | A010049 | Lafarge Zambia Plc | Lusaka |
| Ranjan Arulanandam Antony Christus | F000158 | PKF Zambia Chartered Accountants | Livingstone |
| Nakasamu Charles | F002842 | Emergent Business Solutions | Kitwe |
| Muyambo Francis | A003426 | GIZ Office Zambia | Lusaka |
| Sokoni Chearyp Mkandawire | F003010 | Industrial Development Corporation | Lusaka |
| Chilekwa Monje | F005888 | Office of the Auditor General | Lusaka |
| Emmanuel Tembo | A010482 | Office of the Auditor General | Lusaka |
| Mikatzo Mwanang'obe | F002858 | Office of the Auditor General | Lusaka |
| Habanyati Pitman | A005148 | Office of the Auditor General | Chinsali |
| Silwamba Johnwell | A010461 | Office of the Auditor General | Mansa |
| Musumba Eric | F000609 | ECD and Associates | Lusaka |
| Kapila Aaron | A007168 | National Breweries Plc | Lusaka |
| Mwila Ian | A011701 | Zambia Army | Lusaka |
| Raju Muppala Narasimha | F000100 | Goldman Insurance Limited | Lusaka |
| Chilufya Ivor | F002867 | Zambeef Products Plc | Lusaka |
| Ndawa Eric Chisulo | A008081 | ZiCA | Lusaka |
| Mwewa Debora | A005918 | ZiCA | Lusaka |
| Nkhoma Isaac | F007584 | Office of the President | Kabwe |
| Sullivan Chapula | F007638 | Mulungushi University | Kabwe |
| Zyuulu Petronella K.K. Chilwesa | F006539 | Zambian Home Loans Limited | Lusaka |
| Muchinouta Prudence Fereday | A009677 | Comaco Limited | Lusaka |
| Mpikwa Lubona | A010124 | PWC Limited | Lusaka |
| Munkombwe Fayson | F008522 | PWC Limited | Lusaka |
| Mkonda Nsansa Kamwansa | A005598 | PWC Limited | Lusaka |
| Luwisi Tonderai | F005192 | PWC Limited | Lusaka |
| Bamukunde Martin | A009933 | PWC Limited | Lusaka |
| Poole Lyndon Lane | F005222 | PWC Limited | Lusaka |
| Mulenga Charity K. | F000945 | PWC Limited | Lusaka |
| Sikwanda Andrew | A006515 | PWC Limited | Lusaka |
| Chibuye Andrew Lubuta | F002378 | PWC Limited | Lusaka |
| Ngulube Albert | A008616 | PWC Limited | Lusaka |
| Kang'ombe Peter Mutale | F000301 | ASA Microfinance Zambia Limited | Lusaka |
| Phiri Francis | F003654 | Chipata City Council | Chipata |
| Thewo Tom J.K. | F000308 | Thewo & Co Chartered Accountants | Lusaka |
| Tonga Jabes | A004275 | Castle Lead Works | Kitwe |
| Taima Frank | A008163 | Chinsali Municipal Council | Chinsali |

| | | | |
|----------------------------|--------------|--|----------|
| Mandaza Radderford | F001615 | AMG Global Chart. Accountants (Zambia) | Lusaka |
| Nyambe Friday | F000088 | AMG Global Chart. Accountants (Zambia) | Lusaka |
| Kabengele Brasho | F002088 | Provincial Administration | Kasama |
| Muneku Kawina | A010650 | Evelyn Hone College of Applied Arts | Lusaka |
| Malangisha Brian Nyembe | F003622 | Zambia Compulsory Standards Agency | Lusaka |
| Mutale Paul M.C. | F002803 | ZESCO Limited | Ndola |
| Sijamba Collette Mwansa | F002653 | ZESCO Limited | Lusaka |
| Mutale Christabel Kangwa | F002745 | ZESCO Limited | Ndola |
| Siwingwa Linda | F003996 | ZESCO Limited | Lusaka |
| Mwale Robert | F003663 | Tobacco Board of Zambia | Lusaka |
| Kangwa Dominic | F003057 | Examinations Council of Zambia | Lusaka |
| Mbewe Mabvuto Kafumu | F005602 | BDO Zambia Limited | Lusaka |
| Tembo Mwale Muloyi | A007627 | BDO Zambia Limited | Lusaka |
| Sinyangwe Emily Kondowe | F004791 | BDO Zambia Limited | Lusaka |
| Himuyamba Bright Chintu | F003167 | Zambia Revenue Authority | Lusaka |
| Mpengula Fredrick | F001078 | Zambia Revenue Authority | Lusaka |
| Mvula Ignatius K. | F003860 | Zambia Revenue Authority | Lusaka |
| Chilebe Charles | F002425 | Zambia Revenue Authority | Lusaka |
| Chikati Naison | A010289 | Abacus360 | Lusaka |
| Liswaniso Joseph Mwangelwa | F002427 | Abacus360 | Lusaka |
| Nyirenda Chilala | F006452 | Ministry of Health | Chingola |
| Haboonga Solomon | A008178 | HLB Zambia | Lusaka |
| Maambo Herbert | F003353 | HLB Zambia | Lusaka |
| Millioni Simon Peter | A007087 | HLB Zambia | Lusaka |
| Mutambo Humphrey C.L. | F000244 | HCL Chartered Accountants | Ndola |
| Chungu Kelvin | F006522 | Nolands Zambia | Lusaka |
| Sambo Rodger | F003574 | National Assembly of Zambia | Lusaka |
| Banda Salome | F006293 | KPMG Zambia Limited | Lusaka |
| Mwanza Alfred | A010733 | KPMG Zambia Limited | Lusaka |
| Mubanga Benson | F002500 | KPMG Zambia Limited | Lusaka |
| Wambulawae Kumoyo | F006226 | Deloitte & Touche | Lusaka |
| Padenga Tapiwa | 2456909 | Office Of The Auditor General | Zimbabwe |
| Mawere Tinashe | 2741080 | Grant Thornton | Zimbabwe |
| Kuimba Patrick | M4228 | | Zimbabwe |
| Emmanuel Badza | CN480594 | Great Zimbabwe University | Zimbabwe |
| Masimba Mudzungayiri | 70-055086971 | Ministry of Finance and Economic Development | Zimbabwe |
| Kasaro L.N. Dube | F001300 | University of Zambia | Lusaka |
| Kingford Kalobi | A005092 | Water Aid Zambia | Lusaka |
| Nsandi Manza | F002486 | Ministry of Finance and National Planning | Lusaka |



**Because we understand
that times are hard...**

WE ARE FLEXIBLE!!

FLEXIBLE PAYMENT PLAN

The flexible payment plan enables students to spread their payments (i.e. pay in installments) for subscription and examination fees up to the due date.

CONTACT US

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Not just an Accountant but a CHARTERED ACCOUNTANT

EDUCATION AND EXAMINATION DESK



Sherlyn M. Hanene
Manager Examinations

ZICA hereby wishes to remind all students that registration and payment for the June 2021 Examination Session is still open. Deadline for Normal Registration remains 7th May 2021 while that for Late Registration is 14th May 2021. The June 2021 Examination Session will cover the following programmes:

- CA Zambia
- Diploma in Accounting
- Certificate and Diploma in Taxation
- Diploma in Public Sector Financial Management

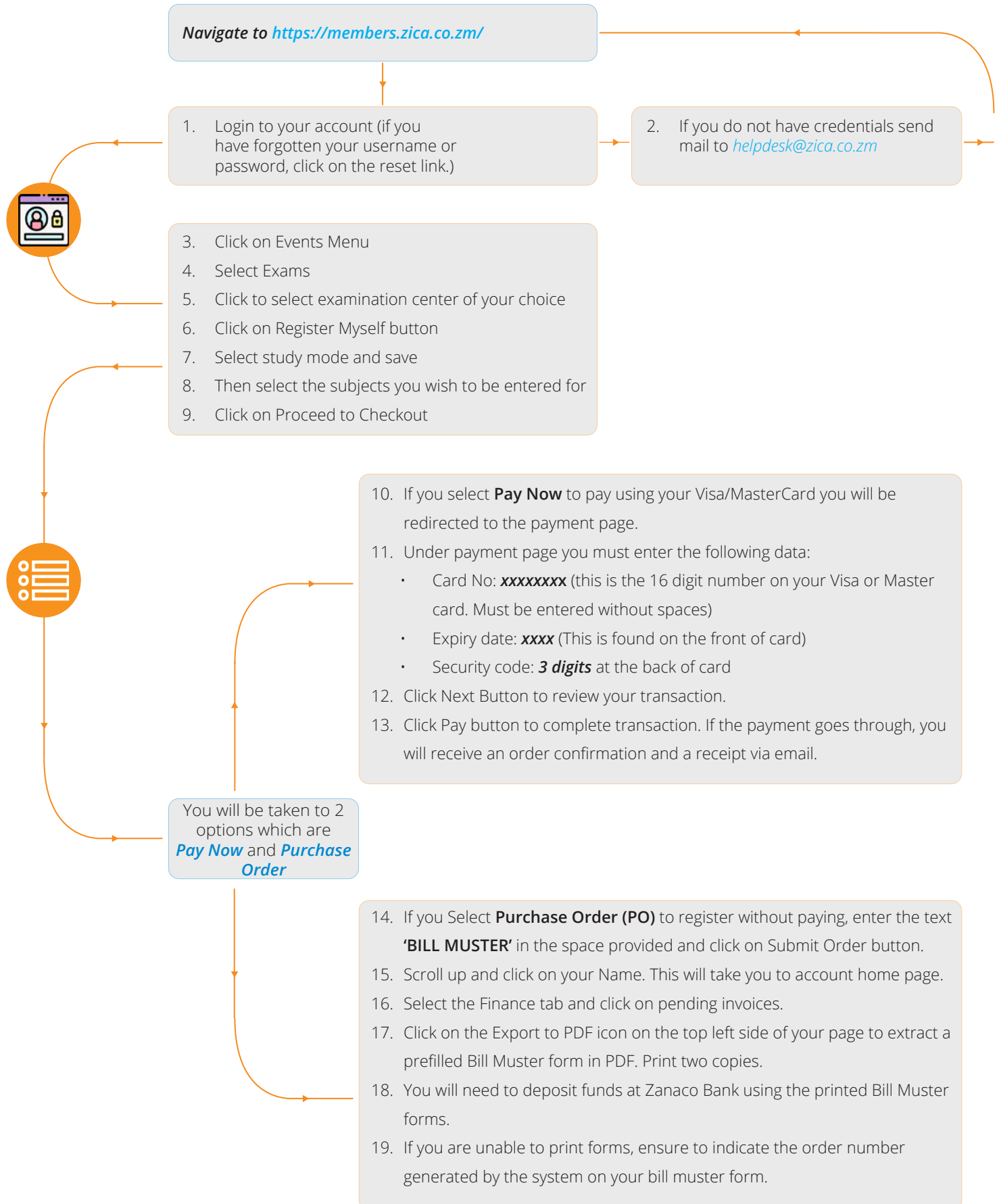
The **good news for all students** registering and paying their examination fees early is that a 10% discount is on offer under Our Early Bird Registration promotion. The table below shows fees that will be applicable depending on the period an examination entry is paid for:

| | Early Bird Registration | Normal Registration | Late Registration |
|----------------------------------|---------------------------------------|---|--|
| | Exam fees per subject (10% Discount) | Exam fees per subject | Exam fees per subject (20% Penalty fee) |
| Due Dates | Closes on 31 st March 2021 | From 1 st April 2021 to 7 th May 2021 | From 8 th May 2021 to 14 th May 2021 |
| Programme | K | K | K |
| CA Knowledge level | 612 | 680 | 816 |
| CA Application level | 738 | 820 | 984 |
| CA Advisory level | 1,116 | 1,240 | 1,488 |
| Diploma in Accountancy level 1 | 441 | 490 | 588 |
| Diploma in Accountancy level 2 | 644 | 715 | 858 |
| Taxation Programme – Certificate | 603 | 670 | 804 |
| Taxation Programme – Diploma | 648 | 720 | 864 |
| PSFM | 630 | 700 | 840 |

Please note the following:

1. All students are required to register for the examinations online. No student will be registered for examinations without registering online. Students should ensure that they upload a recent digital passport size photograph of themselves onto their ZICA student account. No student will be allowed to take the June 2021 Examinations without producing an examination docket which has a clear face picture of the candidate.
2. Any registration for the examination that will remain unpaid by the due date for normal registration (7th May 2021) will automatically be cancelled and students will be required to re-register for the examinations.
3. Online examination registration is unavailable to all students that are have not paid their 2021 subscription fees or owe the Institute any amount (e.g. exemptions and previous examinations).
4. Successful registration is available for verification immediately one completes the process. Verification of payment must be done 24 hours after online payment and 48 hours after bill muster payments are done. The window for verifying can be accessed through the EXAMS tab as indicated below:

Follow the steps below for your examination registration;



CA ZAMBIA PROGRAMME

14TH TO 18TH JUNE 2021

| DATE | MORNING (09:00 - 12:00) | AFTERNOON (14:00 - 17:00) |
|------------------------------------|--|--|
| Monday 14 th June | CA1.1 – Financial Accounting | CA1.5– Management Theory and Practice |
| | CA2.1 – Financial Reporting | |
| | CA3.1 – Advanced Financial Reporting | |
| Tuesday 15 th June | CA2.2– Management Accounting | CA1.3 – Business Economics |
| | CA3.5 – Advanced Management Accounting | |
| Wednesday 16 th June | CA1.2 – Business Statistics | CA1.6 – Business Communication |
| | CA3.3 – Strategic Business Analysis | |
| Thursday 17 th June | CA2.3 – Auditing Principles and Practice | CA2.4 - Taxation |
| | CA3.2 – Advanced Audit & Assurance | CA3.4 – Advanced Taxation |
| Friday 18 th June | CA2.5 –Financial Management | CA1.4 – Commercial and Corporate Law |
| | CA3.6 –Advanced Financial Management | CA3.7 – Public Sector Audits and Assurance |
| | CA3.8 – Public Sector Financial Management | |

DIPLOMA IN ACCOUNTANCY PROGRAMME

15TH TO 19TH JUNE 2021

| DATE | MORNING (09:00 - 12:00) | AFTERNOON (14:00 - 17:00) |
|------------------------------------|-------------------------------|--|
| Monday 14 th June | DA1 - Financial Accounting | DA7 - Principles of Management |
| | DA8 - Financial Reporting | |
| Tuesday 15 th June | DA5 - Cost Accounting | DA3 - Business Economics |
| | DA9 - Management Accounting | |
| Wednesday 16 th June | DA2 - Quantitative Analysis | DA4 - Information Technology and Communication |
| | | |
| Thursday 17 th June | DA11 - Principles of Auditing | DA10 - Taxation |
| | | |
| Friday 18 th June | | DA6 - Business Law |
| | | DA12 - Governance and Corporate Law |

TAXATION PROGRAMME

14TH TO 18TH JUNE 2021

| DATE | MORNING (09:00 - 12:00) | AFTERNOON (14:00 - 17:00) |
|------------------------------------|---|---|
| Monday 14 th June | C3 – Accounting for Tax Practitioners | C1 – Business Management D6 – Tax Audit and Investigations |
| Tuesday 15 th June | D4 – Personal Taxation | C4 – Direct Taxes |
| Wednesday 16 th June | C2 – Economics and Financial Mathematics D3- Business Taxation | D1- Business Information Management |
| Thursday 17 th June | D5 – International Taxation | C5 – Indirect Taxes |
| Friday 18 th June | D2 – Financial management | C6 – Law for Tax Practitioners |

DIPLOMA PUBLIC SECTOR FINANCIAL MANAGEMENT

15TH TO 19TH JUNE 2021

| DATE | MORNING (09:00 - 12:00) | AFTERNOON (14:00 - 17:00) |
|------------------------------------|--|--|
| Monday 14 th June | PFM1 – Public Sector Accounting PFM6 – Financial Reporting Framework for Public Sector Entities | |
| Tuesday 15 th June | | PFM3 – Governance and Management in the Public Sector |
| Wednesday 16 th June | | |
| Thursday 17 th June | PFM5 – Public Sector Audits | |
| Friday 18 th June | PFM4 – Public Sector Financial Management | PFM2 – Legal Aspects of Public Sector Finance and Administration |

Contact Details

For any clarifications, you may contact the following:

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Zambia Institute of Chartered Accountants
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