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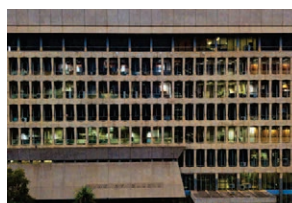
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Charting a Course for Excellence:

Transformative Journey with the 2024-2028 Strategic Plan



Yande Siame - Mwenye
ZICA President

It is with immense honor and a profound sense of responsibility that I assume the role of President of the Zambia Institute of Chartered Accountants (ZICA). In this pivotal moment, I am both humbled and excited to lead an Institution that has a rich legacy of upholding the highest standards of professionalism and contributing significantly to the accounting profession.

As I step into this leadership role, I am acutely aware of the challenges and opportunities that lie ahead. Our profession is undergoing rapid transformations, influenced by technological advancements, evolving global economic landscapes, and the increasing demand for ethical and transparent financial practices. In response to these dynamics, I am pleased to share our vision for the future as encapsulated in the 2024-2028 Strategic Plan.

The new Strategic Plan (2024-2028) establishes five strategic pillars for the Institute's journey towards its renewed vision of becoming a "model regulatory authority, fostering professional competence, ethical standards, and sustainability within the Accountancy profession".



As we close 2023, I wish to thank our students, members and all stakeholders for the contribution they have made towards the success of our operations.

This strategic plan is not merely a document; it is a commitment to chart a course for ZICA that aligns with the evolving needs of our members and the broader accounting community. It is a blueprint that reflects our collective dedication to excellence, innovation, and the highest standards of professional conduct.

Central to our strategic objectives is the unwavering commitment to ethics and professionalism. In an era where trust is paramount, chartered accountants must be beacons of integrity. As custodians of financial information, we hold a position of immense trust, and it is our duty to ensure that this trust is upheld with the utmost diligence. The implementation of the strategic plan will see ZICA redoubling its efforts to instill a culture of ethical conduct and accountability among our members.

Embracing technology is another cornerstone of our strategic vision. The digital revolution is reshaping the way we work and deliver services. To remain relevant, our members must be equipped with the skills and knowledge to navigate this digital landscape effectively. ZICA is committed to providing robust training and resources to ensure that our members not only keep pace with technological advancements but also lead the way in leveraging these innovations to enhance the quality and efficiency of their work.

Implementing this strategic plan is a collective effort, and I am confident that, together, we can achieve the ambitious

goals it sets forth. It requires the active participation and engagement of every member of the ZICA community. I encourage each of you to embrace this plan, contribute your ideas, and play an active role in shaping the future of our institute.

In conclusion, I am honoured to serve as your president and look forward to the exciting journey that lies ahead. The 2024-2028 Strategic Plan is not just a roadmap; it is a shared vision that will guide us in navigating the challenges and seizing the opportunities of the future. With your support and commitment, I am confident that we will lead ZICA to new heights of excellence and continue to be a driving force in shaping the future of the accountancy profession.

As we close 2023, I wish to thank our students, members and all stakeholders for the contribution they have made towards the success of our operations. Managing an Institute of ZICA's magnitude both in size and operation is not an easy task due to diversity of needs of different stakeholders. We are thankful for all the feedback we continue to receive which helps improve our service delivery. As the new year draws near, we trust that we can continue to count on your support.

Kindly be reminded that that your ZICA membership can only be guaranteed with the payment of the annual subscription fees which are due on 1st January, 2024. Further, members are required to make continuous professional development (CPD) returns to validate that they are keeping abreast with latest developments in the accountancy world. Let us continue to work together as we strive to grow our Institute.

Wishing you a Merry Christmas and a Transparent, Accountable and Integrity filled 2024!

Navigating the AI Landscape:

Navigating the CHATGPT Wave



Anthony Bwembya
ZICA Chief Executive Officer

In the ever-evolving landscape of our professional endeavors, the advent of ChatGPT heralds a pivotal moment—one that beckons us to reflect on the profound implications of artificial intelligence (AI) and its transformative impact on our daily practices.

As we traverse the corridors of 2023, it becomes evident that ChatGPT is not merely a fleeting trend but a manifestation of the continual integration of technology into our professional lives. This AI-powered tool, fueled by generative artificial intelligence, has rapidly risen to prominence, challenging preconceived notions about the intersection of technology and our work. The journey of ChatGPT, launched in 2020, has been nothing short of remarkable. Its ability to generate human-like responses has catapulted it beyond the realms of virtual existence, seeping into the very fabric of how we operate professionally. The surge in its popularity, surpassing platforms like Instagram and TikTok, underscores a fundamental shift in the way we approach our tasks and responsibilities.

Beyond ChatGPT, the broader landscape of AI tools, including Midjourney and

DeepArt.io, signifies a collective stride toward a future where technology becomes an indispensable assistant in our professional endeavors. Dispelling myths surrounding AI, it is crucial to grasp that these tools are probabilistic engines, deriving predictions from vast databases of past data to create content that mirrors realism.

For professionals in accountancy, ChatGPT has emerged as a strategic ally, streamlining tasks and enhancing efficiency. The tool's capacity to eliminate the need for exhaustive research on tax regulations and accounting standards has empowered accountants to focus on higher-order responsibilities.

However, caution is paramount. It is not a substitute for established software or financial models but an augmentation, an assistant meant to complement professional judgment and training.

The ethical dimensions of ChatGPT's use cannot be overstated. The imperative to safeguard privileged client information looms large, reminding us of the delicate balance between technological innovation and ethical responsibility. The cautionary words of Ben Bilsland, a technology sector expert, resonate; feeding sensitive data into ChatGPT poses challenges, especially for accounting firms.

OpenAI, the driving force behind ChatGPT, has responded to concerns with new features aimed at assuring data security. Yet, questions persist about the tool's alignment with the stringent standards of data privacy and security that our profession demands.

As we navigate this AI-driven landscape, it is imperative to recognize the broader implications. The efficiency gains brought by ChatGPT should not overshadow the need for a balanced view. While some professions eagerly adopt AI for

its efficiency, others harbor concerns about potential job displacement. The projections are mixed, with estimates suggesting both job automation and job creation. However, certain roles, especially in creative fields, may witness shifts as AI-generated content becomes more prevalent.

Acknowledging ChatGPT's drawbacks, particularly its accuracy challenges and susceptibility to misuse, we find ourselves at a critical juncture. Governments worldwide, including the European Union, are scrutinizing AI tools, contemplating legislation to regulate their development and use. Closer to home, initiatives like the AI Verify Foundation, led by tech giants like Microsoft, Google, and Meta, signal a collective commitment to addressing issues of bias, copyright, and transparency in AI.

In Singapore, the government's approach underscores a commitment to steer AI toward beneficial applications, ensuring a balance between innovation and safety. The narrative of AI safety need not be a deterrent to progress but a guiding principle to foster innovation responsibly.

In conclusion, as we stand at the cusp of this AI revolution, the trajectory of ChatGPT prompts us to reevaluate our roles, responsibilities, and ethical considerations. It challenges us to embrace innovation while treading carefully, mindful of the delicate equilibrium between technological advancement and the ethical tenets that underpin our professional lives. The pages of our professional story turn, and the next chapter unfolds—defined by our collective ability to harness the potential of AI responsibly, ensuring a future where innovation and ethics coexist harmoniously.

Why the Bank of Zambia Monetary Policy Rate (MPR) is a Blunt Monetary Tool

Addressing the ineffectiveness of the Inflation Targeting Regime (ITR), we must recognize the pivotal role of a comprehensive, data-driven policy approach to rectify structural deficiencies in the financial sector and foster meaningful economic improvement.

By Richard C. Mushamba



Introduction and Context

Let us start this article by asking ourselves this one very important question: Does the operation of the inflation targeting regime (ITR) as a nominal anchor, among other objectives, by the Bank of Zambia promote price stability by directly promoting low and stable inflation expectations? The answer to the above question, will unsurprisingly, be a categorical NO. Mishkin (2007) points out that theory tells us that inflation expectations must be a key driving force behind inflation and the recognition that expectations are central to our understanding of the behavior of the aggregate economy. Now, the reason the answer to the above question

is an unqualified NO, is that inflation dynamics in Zambia point to a structural deficiency in the financial services sector. Inflation data from 2012 to December 2022 seems to show a pattern of transitory inflation as opposed to persistent inflation, that suggests the presence of an effective ITR. Persistent inflation being defined as effects of a shock to inflation that leads to an extended period in the changed level of inflation and transitory is one that tends to revert quickly to the initial level. This persistency (or lack thereof) can be tested by regressing inflation (dependent variable) on its lagged values (independent) in an autoregressive function where the sum of the coefficients of the lagged inflation values will most likely be close to unity (1) and much less than that when transitory.

However, notwithstanding the transitory nature of the inflation dynamics recorded, there is a clear failure to anchor inflationary expectations on the BoZ's ITR, as many economic players do not view the ITR as a key decision variable in the pricing of goods and services and that may suggest a disturbing lack of trust in the inflation data. Rather, it seems likely that the key decision variable could be based on the anticipated exchange rate of the Kwacha to the US Dollar, Zambia being an import dependent country. In terms of the ITR, this could be interpreted as a case of barking the wrong tree.

The above scenario is just, but, one of the indicators that define a weak and underdeveloped Financial Services Sector (FSS) and why the operation of the ITR by the central bank in such an undersized FSS continues to be a defective and problematic policy.

It is also important to stress here that, it will be erroneous to imagine that the BoZ does not appreciate this, it fully does and the question then becomes, why do we as a country perpetuate the policy? How can we collectively find a viable alternative or indeed how do we improve the enabling environment in the financial services sector for the operation of the ITR?

Background

Getting monetary policy right is crucial to the health of the economy. Of relevance to Zambia, several researchers have commented on the problematic role of the short-term interest rate as the main monetary policy instrument in an ITR in a low-income economy such as ours.

Generally, the goal of an ITR includes an institutional commitment to price stability as the primary goal of monetary policy; the public announcement of medium-term numerical targets for inflation; the short-term interest rate (MPR) as the main policy instrument; monetary policy independence; and finally, full policy transparency, credibility and accountability to be assured by an independent central bank, Mishra and Montiel, (2013) citing (Epstein and Yeldan, 2007; FitzGerald, 2004; Mishkin and Schmidt-Hebbel, 2001).

Three basic causes of inflation have been identified and these include demand,

supply, and expectations. The question posed in the first paragraph relates to expectations and the inability of the ITR to anchor these expectations which, ordinarily, should have led to a persistent inflationary dynamic in the country. The ITR was introduced in Zambia in April of 2012. A visual inspection of the performance of the ITR (from 2012 January to 2023 March) regarding movements in time series data compiled by the central bank when plotted on a chart, and validates the un-anchoring of the inflation dynamics, is as follows:

- The MPR is very weakly positively correlated (i.e., move in same direction) to the commercial bank lending rates and lacks statistically significant causality from the MPR to lending rates.
- The lending rates are positively correlated to inflation rates (a priori you would expect a negative relationship to achieve MPR objectives), with average lags between the two of 6-9 months. By extension, as a result of bullet one above, MPR is equally positively correlated to inflation rates. This could mean that demand or the provision of loan products is hardly dampened as expected, rather, it seems likely the higher interest rates are priced into goods and services.
- The exchange rate movements are strongly positively correlated to inflation (as expected), on the other hand.

A visual inspection of the performance of the target inflation rates against actual shows an underlying trend that is within the set inflation targets. The inflation seems transitory where the shock circa in early 2015 ended in early 2017 i.e., a period of one year. Likewise, a shock in late 2019 reverted to earlier trend in early 2022. Curiously though, the foregoing does not seem to convince people that the BoZ is meeting set inflation targets with expectations continuing to be at variance with official inflation figures. For example, there seems to be a widespread perception that the cost of living in Zambia only trends upwards regardless of inflation and exchange rate levels.

This commentary, however is not focused on the potency (or lack of) of the MPR and the transmission mechanisms, *per se*, as that is a given (the how), but rather it is looking at why the transmission mechanism is ineffective.

Why the MPR is Ineffective

Several researchers, (Haabazoka & Nachenwa, among others) have validated the ineffectiveness of the ITR in achieving its objectives in low-income countries like Zambia. An intriguing insight into this matter, though, is provided by Mishra and Montiel (2013), where they distinguish between "facts on the ground" and the "methodological deficiencies" interpretations of the absence of evidence for strong monetary transmission. They seem to be suggesting that rather than focusing on methodological deficiencies present in seeking to obtain evidence of the ineffectiveness of ITR in low-income countries, the facts on the ground (outcomes) do corroborate the null hypothesis.

Now what are these "facts on the ground"? We can define the foregoing as factors whose presence (absence) will preclude the achievement of the ITR objectives and these include:

- i. Thin and absence of well-functioning markets for fixed-income income securities (except for GRZ securities), equities, and real estate.
- ii. Relatively small size of the FSS (mostly made up of banks) in relation to the GDP: The ratio of bank assets to the GDP in Zambia is circa 0.30 (2022), it is 0.72 (2012) in South Africa. From this ratio it is easy to see why ITR would be effective in South Africa and much less so in Zambia. Even in situations where bank lending is reduced, the effect on aggregate demand would be negligible as a result of size as noted in studies undertaken. For example, in Switzerland, bank assets are 448% of GDP (<https://scoperatings.com/>).
- iii. Huge spreads between deposit and lending interest rates: Habazoka & Nachenwa (2016), cite a BoZ report that asserted that very few banks accessed the interbank market and those that did, accessed the market to fund short term requests from their clients. Due to the short-term nature of the interbank market, most commercial banks did not factor in the interbank rate when setting interest rates for their loan facilities. Further, another report

cites limited (very) competition in the banking sector and sharply rising marginal costs of lending that undermine the BoZ's policy actions in influencing commercial bank lending rates. Also, the Basle accords' requirements on capital ratios means lending to the private sector requires capital matching actions with ratios of between 50-100%. This will make lending rates relatively high, given a low competitive environment.

- iv. The necessary subordination of the exchange rate as an economic policy instrument when implementing an ITR, concomitantly, there is periodic intervention in foreign exchange markets by the BoZ: Kaltenbruner and Paineira (2017) in their study, argue that the recommendation by neoclassical economists and international financial institutions (IFIs) to combine an inflation-targeting regime with exchange rate management, whilst maintaining open capital accounts, is not only impossible but also potentially counterproductive. They further argue that this is due to the way such a regime shapes central bank interventions in the money and foreign exchange markets and the destabilizing way these interventions interact with financial market expectations. This study has resonance for Zambia on account of the known attempts by the BoZ to manage excessive exchange rate movements in the past by intervening in the markets.

Policy Implications

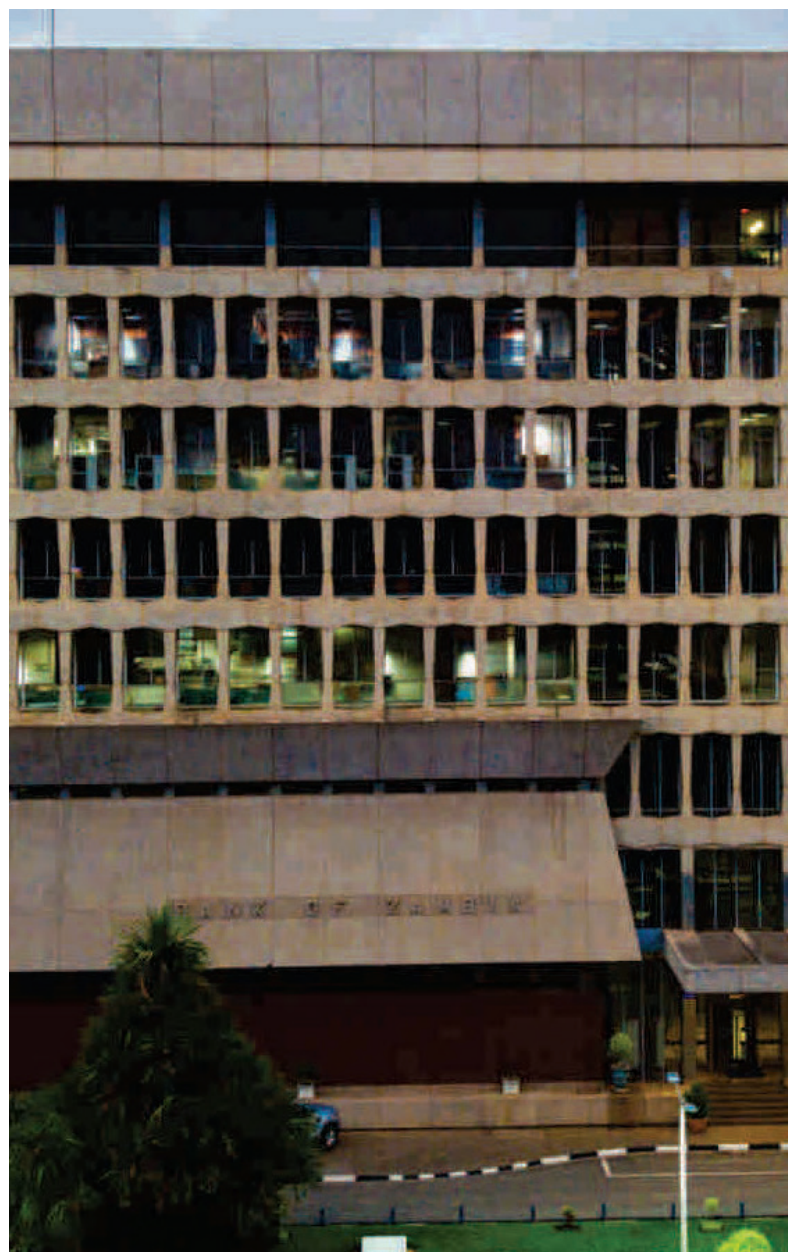
While this commentary has sought to highlight the deficiencies in the FSS as whole and how the ITR cannot be effective in this underdeveloped operating environment, the commentary has been about the underlying role of expectations in the economy. In the opening paragraph, a reference is made to Miskin (2016) who says theory tells us that inflation expectations must be a key driving force behind inflation and the recognition that expectations are central to our understanding of the behavior of the aggregate economy. These expectations are central in inflation dynamics as they relate to the ability to anchor these to the inflation targets espoused by the BoZ.

The expectations do also extend to the financial markets as they relate to the foreign exchange markets that allow financial market players to, for example, build speculative positions with the knowledge that despite central bank interventions certain trends would continue and thereby securing them gains on the exchange rates (Kaltenbruner, Paineira, 2017)).

The development of the FSS should include the comprehensive development of an effective data collection framework that gathers data in all sectors of the economy. The foregoing, I believe, should be the point of departure

in any policy initiative, as data collection is the hallmark of advanced economies, as far as informing decision making is concerned. While the BoZ does collect data (much of it is used here) in the banking sector, that cannot be said about the other players in the FSS such as pensions and insurance companies, etc. This policy recommendation may seem to have come out of the blue, but it is important.

The country, to many observers, has been in a state of perennial risk aversion by the financial services sector players and efforts to constrict liquidity or aggregate demand constricts growth in the economy with the FSS the only sector seen to be benefiting. The BoZ and central government should work together to improve real sector production and productivity in the economy, with support in terms of capital flows. As indicated in my previous articles, the central bank will need State-of-Art innovativeness that go beyond dogmatic economic theories.



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Not just an Accountant, but a CHARTERED ACCOUNTANT

Factors Influencing Adherence to Ethical Values: A Case Study of Accountants in the Zambian Public Sector.

By Nalukui Simushi

Adherence
Ethical values
Accountants
Zambian
Public sector



Financial scandals continue to negatively impact businesses all over the globe with Zambia not being an exception. The financial accounts of businesses are handled by accountants who are members of professional bodies and are governed by a code of ethics put in place to regulate professional conduct.

Ethics for Accountants have become a priority in financial management for all stakeholders such as government, donors and the general public. Ethics can be defined as the agreed-on standards of what is desirable and undesirable and of right and wrong conduct or behaviour of a person, group, or entity (Cressy et al., 2012). Ethics covers moral principles and norms by which human actions may be judged (International Federation of Accountants, 2018)

Unethical behaviours have harmful effects on individuals as well as organisations. For instance, over Sixty-one million Zambian Kwacha was misapplied by Ministries, Provinces and Spending Agencies (MPSA's) in 2017 (Office of the Auditor General, 2019). Organisations have therefore sought to reduce these unethical practices by instituting ethics or integrity programmes, and these include the development of codes of ethics (Beeri et al., 2013; Kolthoff et al., 2013; Wolf, 2008; Wolf, 2013).

The decisions and behaviours of accountants should reinforce good governance and ethical practices, develop and promote an ethical culture, foster trust and transparency, bring credibility and value to decision making, and present a faithful picture of organisational health to stakeholders. Accountants, both in business and practice, have a particular responsibility to provide ethical and trusted leadership. They are not only expected to be technically competent but to also use their position of influence to encourage ethical behaviour and decision making throughout their organisation.

The application of ethics differs depending on the country, culture, and traditions, as well as the level of maturity in terms of regulation and enforcement of organisations' legal responsibility and the expectations and duties of relevant personnel. However, the nature of ethical issues is generally similar across organisation types, sizes, and geographies. For finance and accounting activities, typical ethical issues include conflicts of interest, providing untruthful information and reports, and facilitating payments and bribes. The main safeguards are also universal and include ethical leadership, effective governance, a values-based code of conduct reinforced by a responsible business culture, and effective stakeholder engagement, transparency, and accountability. (International Ethics Standards Board for Accountants, 2018)



The success of social media ad campaigns for small businesses in Zambia relies heavily on the quality and effectiveness of the ads themselves.

The aim of the Zambian Public Service Code of Ethics is to establish a Public Service that has enduring core values. The core values provide guidance on the standards of conduct expected of public service employees and form the basis for the creation of codes that may be required to meet specific organisational requirements (Mafunisa, 2000; Stevens & Teggemann, 2004). The Public Service employees, in the performance of their duties, shall also demonstrate a high degree of professionalism and carry out their roles with dedication and commitment to the Public Service and its core values (Zambia Public Service Code of Ethics, 2008). Further, the Zambia Institute of Chartered Accountants (ZICA) is a professional body that regulates the activities of accountants in Zambia.

The ZICA code of ethics consists of the five important qualities namely: Confidentiality, Integrity, Professional competence and due care, Objectivity and Professional behaviour. Accounting professionals are to adhere to this code of ethics defined by accounting boards. In this respect, Public Service employees are expected to observe the following standards of conduct guided by the core values at all times;

- Public Service employees shall discharge their functions reasonably and according to law;
- Comply with ethical standards governing their profession, report to relevant authorities ;
- any misconduct by any other officer of the commission which he/she knows of;
- Not accepting gifts, rewards or hospitality or receive benefits of any kind from any person or organisation which might compromise, or reasonably be seen to compromise one's personal judgment or integrity;
- Not act in a way which may involve possible maladministration or is inconsistent with this Code;
- Not misuse their official position to further one's private interests/gain or those of others;
- Not to consume alcoholic beverages while on duty;
- At all times, not dress and behave in a manner that is inappropriate, and brings into disrepute the Public Service; and
- Not engaged in any outside employment, for remuneration or otherwise, unless prior approval has been obtained from the responsible officer. (Zambia Public Service Code of Ethics, 2008).

A study was done to assess factors that influence adherence to ethical values for accountants in the Zambian public sector. The target population for this study involved finance and accounting staff in selected public institutions within Lusaka Province. A total number 131 questionnaires were issued out to the respondents out of which 101 questionnaires were successfully answered. The research questions were as follows;

- (i) What is the influence of remuneration of accountants on accountants' adherence to the code of ethics?

- (ii) What is the influence of internal controls on accountants' adherence to the code of ethics?
- (iii) What is the influence of independence of accountants on accountants' adherence to the code of ethics?

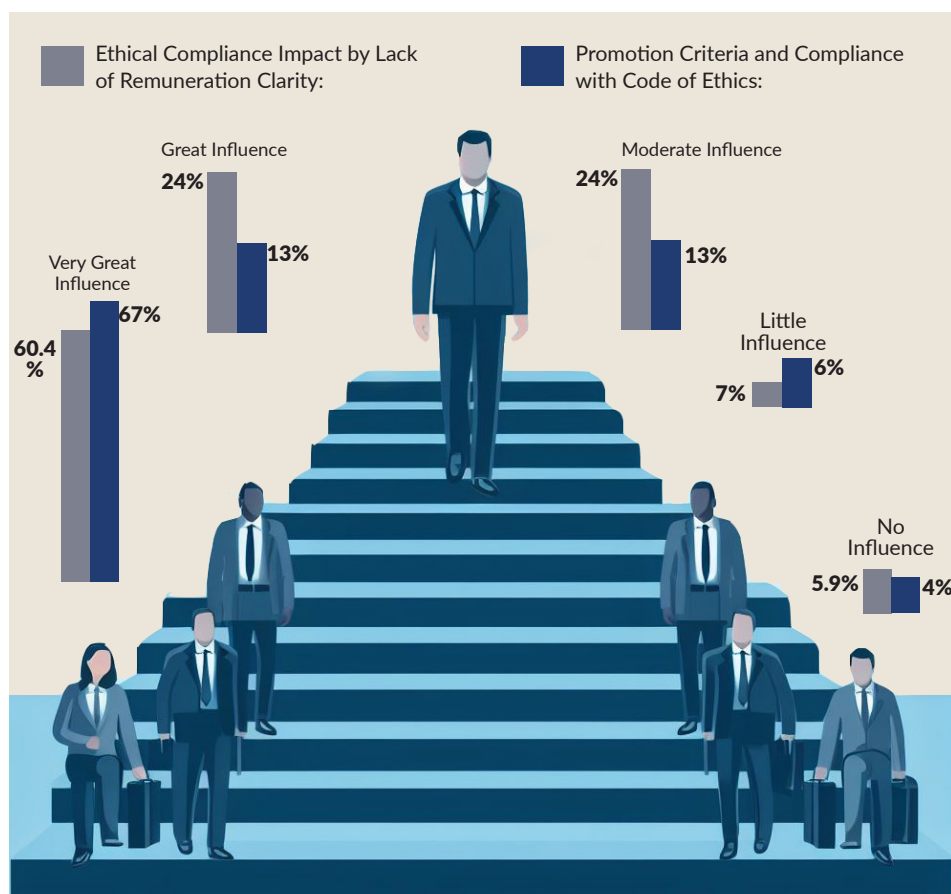
REMUNERATION

Remuneration, also called compensation or pay, can be defined to include all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship (Gerhart, 2008; Gomez-Mejia & Werner, 2008).

Lack of clear remuneration structures, public wage differentials, promotions and incentives were examined to assess the influence of remuneration of accountants on accountants' adherence to ethical values. The study found that the majority of the respondents representing 61 (60.4%) stated that lack of clear remuneration structures very greatly influence compliance with the accountants' code of ethics. 24 (24%) and 7 (6.9%) said that lack of clear remuneration structures has a great and moderate influence on compliance with the accountants' code of ethics respectively. Further, 3 (2.9%) of the participants were of the view that

lack of clear remuneration structures has little influence on compliance with the accountants' code of ethics. However, 6 (5.9%) of the respondents stated that Lack of clear remuneration structures has no influence on compliance with the accountants' code of ethics. These findings were also consistent with public wage differentials.

Promotions done on merit, education and experience consideration in a department/ ministry very greatly influence compliance with the accountants' code of ethics according to 67% of the respondents who happened to be the majority. Similarly, 13% of the participants stated that that promotions done on merit, education and experience consideration has a great influence on compliance with the accountants' code of ethics. Further, 10% of the participants stated that promotions done on merit, education and experience consideration has a moderate influence on compliance with the accountants' code of ethics while 6% were of the view that promotions have little influence on compliance with the accountants' code of ethics. However, 4% of the participants indicated that promotions had no influence on compliance with the accountants' code of ethics. These findings were also consistent with incentives awarded in the employee's organisation.



INTERNAL CONTROLS

Internal controls consist of the plan of organisation and all the coordinate methods adopted within a business to safeguard its assets, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies. (Gatu, 2017). A system of internal controls extends beyond those matters that relate directly just to the functions of the accounting and financial departments. Rather, an internal control is a business practice, policy, or procedure that is established within an enterprise to create value or minimise risk (Moeller, 2013).

Several elements of internal controls were studied. The study found that most of the respondents were in strong agreement that Integrated Financial Management Information Systems (IFMIS) strengthens internal controls and absolutely prevents unauthorised transactions. The participants equally strongly agreed that the existence of an independent internal audit department in their organisation has sealed a number of loop holes in the accounting system. Further, the respondents agreed to the statement that flow of communication up, down and across the organisation barres unprofessional conduct. Additionally, respondents also agreed that risk assessment mechanisms on internal controls enhance accountants' adherence to code of ethics.

INDEPENDENCE

International Ethics Standard Board for Accountants, (2018) defines independence as the state of mind that permits the expression of a conclusion without being affected by influences that compromise professional judgment, thereby allowing an individual to act with integrity, and exercise objectivity and professional skepticism. It simply refers to the accountant's ability to express his conclusions honestly and impartially.

Most of the respondents stated that they had been put under pressure during their professional career to act contrary to their professional ethics, organisational/ accounting procedures or to tax or accounting legislation. Further, the respondents stated that

the person who exerted the pressure on them was responsible for financial accounting matters. Additionally, the respondents stated that they would have done things differently in their job if they had to make decisions on their own.

CONCLUSION

The findings of the study showed that remuneration of accountants, internal controls in an organisation and independence of accountants had an influence on the accountants' adherence to code of ethics. A change in remuneration, internal controls and independence of the accountant will lead to a change in the accountant's adherence to ethical values.

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Nalukui Simushi



Water Accounting and Framework Relevance in Zambia

A Critical Examination of Zambia's Need for Transparent Water Accounting

By Louis Kalusa

The mining industry in Zambia consumes a lot of water for various process requirements and at the same time generates thousands of cubic litres of mine waste waters. For example Konkola mine is one of the wettest underground mine in the world; it pumps an average of 300 000 m³/d of water into the Kafue River (Mulenga, 1993; Muma, et al., 2020). To manage and protect the waters, the Government of the Republic of Zambia through the Water Resources Management No 21 of 2011 Act, Water Resources Management Authority (WARMA) was established. WARMA's mandate is to provide for the management, development, conservation, protection and preservation of the water resource and its ecosystems; provide for the equitable, reasonable and sustainable utilisation of the water resource; ensure the right to draw or take water for domestic and noncommercial purposes, and that the poor and vulnerable members of the society have an adequate and sustainable source of water free from any charges; create an enabling environment for adaptation to climate change; provide for the constitution, functions and composition

of catchment councils, sub-catchment councils and water users associations; provide for international and regional cooperation in, and equitable and sustainable utilisation of, shared water resources; provide for the domestication and implementation of the basic principles and rules of international law relating to the environment and shared water resources as specified in the treaties, conventions and agreements to which Zambia is a State Party (The Water Resources Management Act, 2011).

Water is essential to life. As competition for water grows, so does the need to account fully and consistently for how this valuable resource is shared among the economy, people, and the environment. Although some techniques of water measurement and tracking have a long history, the word "water accounting" is new. Therefore, this article advocates for greater transparency of water accounting in Zambia. Water accounting is a regulated process that involves identifying, measuring, recording and reporting information about water (Russell & Lewis 2014). Transparency in water accounting is essential to secure environmental and other public benefit

outcomes, and to enhance resource security for holders of water access rights, just oil and gas accounting.

Water is an asset that can be used in the present, saved for future use, and traded or exchanged. And water rights and other claims on available water (e.g., environmental obligations and restrictions) are liabilities on GRZ's water assets. Given the complexities of the water cycle and the difficulties of accurately measuring many aspects of water availability and use, even sophisticated water accounting systems contain more uncertainties than traditional financial accounting. But the accounting concept is a useful one for organizing water information to facilitate strategic decisions on water system oversight and management at all level. There is no doubt that the GRZ has implemented all necessary steps to manage and safeguard the waters, but one overarching question that remains unanswered is how water is accounted for, using accounting principles. Water accounting is described as the systematic collecting, analysis, and distribution of information relating to water stocks, flows, and fluxes (from source to sink)



in natural, disturbed, or extensively engineered systems (FAO, 2016). At the time of writing this article, scant literature on this important phenomenon revealed that Zambia lacks a water accounting framework for communicating water resources. Perhaps the GRZ could use the Zambia Institute of Chartered Accountants' (ZICA) expert lenses to coin and establish a water accounting framework, obviously in collaboration with the International Water Management Institute, the Research Programme on Land, and Ecosystems, and the Institute for Water Education. Actually, there is a lot that can be learnt from Australia and Botswana whose water accounting frameworks dates back to 1992 and 2007 respectively. For example, the frameworks have been helping the two governments (Australia & Botswana) and other users to set out the concepts that underlie the preparation and presentation of general purpose water accounting reports that underpin reporting to users who are unable to command the preparation of special purpose water accounting reports tailored to meet their particular water information needs. It also defines and explains the concept of a water report entity for which general purpose water accounting reports shall be prepared and sets out the objective of general purpose water accounting reports (Khupe, 1994). The users of general purpose water accounting reports are likely to fall into a broad range of categories but not limited to the following; water users—environmental, agricultural, urban, industrial and commercial; investors in water dependent enterprises and related parties such as lenders, creditors, suppliers, insurers and water traders and water brokers; government representatives and their advisors, including water related economic, environmental and social policy makers; water industry regulators; water managers including environmental water managers and water service providers, who may be interested in not just the water entities

they manage but water entities they depend on or compare to; groups and associations with water related interests; water industry consultants; academics; and interested citizens (Allan, 2012).

In conclusion, water availability is a major issue in Africa, Zambia included, particularly when considering rainfall variability: seasonally, yearly and across the continent. Water accounting aims to improve public knowledge and understanding of how Zambia's water resources meet economic, environmental and social needs. To meet these needs, water rights are increasingly being traded between regions. As previously stated, mines in Zambia are big consumers of water, yet the government receives little to no indirect or direct taxes in addition to corporate tax. There are presently systems in place to begin accounting for the amount and value of water that is not being accounted for. In this aspect, the ZICA assistance could help generate greater results in the crafting of a water accounting framework. Furthermore, the general public has advocated for broadening the tax base for a long time; perhaps having a water accounting system could be an alternate way for broadening the tax base in Zambia.

Water accounting assists informed decision-making about the allocation of resources. In the way general purpose financial reports assist financial and business decision-making, general purpose water accounting reports, will assist users making and evaluating decisions about the allocation of resources. The reports will usually be prepared by water managers and will address the general information needs of water users, water market investors, traders and brokers, environmental organisations, auditors, financiers, local governments, researchers, planners and policy formulators, who cannot normally gain this information directly from the organisations that hold it (Signori & Avondo Bodino, 2013).

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The Power of Social Media Advertising for Small Businesses in Zambia

How to Drive Growth and Success

By Lubinda Sinyani

In today's digital age, social media has become an indispensable tool for businesses to connect with their target audience and drive growth. Small businesses in Zambia, in particular, can harness the power of social media advertising to achieve unprecedented success in their endeavors. With a strategic approach and an understanding of the local market, social media platforms such as Facebook, Instagram, and Twitter can propel these businesses to new heights.



By leveraging the reach and targeting capabilities of social media advertising, small businesses can reach a wider audience and engage with potential customers in a more personalized way. This targeted approach not only helps in building brand awareness but also drives conversions and sales. From running targeted ads, promoting special offers, to showcasing products and services, social media advertising offers immense opportunities for small businesses to thrive in the highly competitive Zambian market.

In this article, we will explore the power of social media advertising for small businesses in Zambia and provide actionable insights on how to effectively utilize these platforms to drive growth and success. So, if you're a small business owner in Zambia looking to make your mark, keep reading to discover the key strategies that can propel your business forward through the power of social media advertising. Social media advertising has revolutionized the way small businesses in Zambia reach and engage with their



The success of social media ad campaigns for small businesses in Zambia relies heavily on the quality and effectiveness of the ads themselves.

target audience. Unlike traditional advertising methods, social media platforms offer a cost-effective and targeted approach to reaching potential customers. By leveraging the reach and targeting capabilities of social media advertising, small businesses can reach a wider audience and engage with potential customers in a more personalized way.

One of the key advantages of social media advertising for small businesses in Zambia is the ability to build brand awareness. With millions of active users on platforms like Facebook, Instagram, Tik-Tok and Twitter, businesses can showcase their products and services to a vast audience. By creating compelling and

visually appealing ads, small businesses can capture the attention of potential customers and establish a strong brand presence.


In addition to brand awareness, social media advertising also drives conversions and sales for small businesses in Zambia. With advanced targeting options, businesses can reach people who are most likely to be interested in their products or services. By delivering tailored messages and offers to these potential customers, businesses can increase their chances of converting them into paying customers. The ability to track and measure the success of social media ad campaigns also allows businesses to optimize their strategies and improve their return on investment (ROI).


To effectively utilize social media advertising in Zambia, small businesses need to have a clear understanding of their target audience. By identifying the demographics, interests, and behavior of their potential customers, businesses can create highly targeted ad campaigns that resonate with their audience.

One way to understand the target audience is by conducting market research. Small businesses can gather data on their existing customers and use it to create buyer personas. These personas represent the typical characteristics of their target audience, including age, gender, location, interests, and preferences. By understanding the needs and motivations of their target audience, businesses can create ads that speak directly to them and increase the chances of conversion.

Another way to gain insights into the target audience is by analyzing the data provided by social media platforms. Facebook, for example, provides businesses with detailed analytics on the performance of their ads. By studying this data, businesses can identify patterns and trends that can help them refine their targeting strategies. This data can also be used to identify new opportunities and target new customer segments.

When it comes to social media advertising in Zambia, small businesses have a wide range of platforms to choose from. Each platform offers unique features and advantages, and businesses need to carefully consider their target audience and marketing objectives before selecting the right platform.

 Facebook is the most popular social media platform in Zambia, with a large user base across different age groups. It offers advanced targeting options, allowing businesses to reach people based on their demographics, interests, and behavior. Facebook also provides a range of ad formats, including image ads, video ads, and carousel ads, which can be customized to suit the needs of businesses.

 Instagram is another popular platform among Zambian users, especially the younger demographic. With its visually focused nature, Instagram is ideal for businesses that rely on visual content to showcase their products and services. Instagram also offers a range of ad formats, including photo ads, video ads, and stories ads, which can be used to create engaging and immersive ad experiences.



Twitter, although less popular than Facebook and Instagram in Zambia, can still be an effective platform for social media advertising. It allows businesses to reach a highly engaged audience and offers targeting options based on keywords, interests, and location. Twitter ads can be used to promote special offers, drive website traffic, or generate brand awareness.

The success of social media ad campaigns for small businesses in Zambia relies heavily on the quality and effectiveness of the ads themselves. To capture the attention of potential customers and drive engagement, businesses need to craft compelling and visually appealing ads that convey their brand message effectively.

One of the key elements of a successful social media ad is a strong headline or caption. The headline should be concise, attention-grabbing, and clearly communicate the value proposition of the product or service. It should highlight the benefits and unique selling points that set the business apart from its competitors.

The visual aspect of the ad is equally important. High-quality images or videos that showcase the product or service in an appealing way can significantly increase the chances of engagement. Businesses should ensure that the visuals are relevant, eye-catching, and aligned with their brand identity. Including a call-to-action in the

ad, such as “Shop Now” or “Learn More,” can also encourage users to take the desired action.

In addition to the headline and visuals, businesses should also pay attention to the ad copy. The copy should be concise, persuasive, and focused on the key message. It should clearly communicate the benefits of the product or service and create a sense of urgency or scarcity to encourage immediate action. Businesses should also consider using social proof, such as customer testimonials or reviews, to build trust and credibility.

To maximize the effectiveness of social media ad campaigns for small businesses in Zambia, it is important to continuously optimize and refine the strategies. Here are some key strategies that can help businesses improve their ad performance:

1. **A/B testing:** By testing different variations of ads, businesses can identify the most effective elements and optimize their campaigns accordingly. Testing different headlines, visuals, ad formats, and targeting options can provide valuable insights into what resonates best with the target audience.
2. **Retargeting:** Retargeting allows businesses to reach users who have previously shown interest in their products or services. By serving personalized ads to these users, businesses can increase the chances of conversion and drive repeat purchases.



3. **Ad scheduling:** Understanding the peak times when the target audience is most active on social media can help businesses optimize their ad scheduling. By delivering ads during these times, businesses can increase the visibility and engagement of their campaigns.
4. **Monitoring and analyzing metrics:** Regularly monitoring the performance metrics of social media ad campaigns is crucial for optimization. Metrics such as click-through rates, conversion rates, and cost per conversion can provide insights into what is working and what needs improvement.
5. **Audience segmentation:** Instead of targeting a broad audience, businesses can segment their target audience into smaller groups based on demographics, interests, or behaviors. By tailoring ads to each segment, businesses can deliver more personalized messages and increase the relevance of their campaigns.

Measuring and analyzing the success of social media ad campaigns is essential for small businesses in Zambia to understand the return on investment (ROI) and make informed decisions for future campaigns. Here are some key metrics and tools that businesses can use to measure and analyze the success of their campaigns:

1. **Impressions:** The number of times an ad is shown to users. This metric indicates the reach and visibility of the ad.
2. **Click-through rate (CTR):** The percentage of users who click on the ad after seeing it. A higher CTR indicates that the ad is compelling and engaging.
3. **Conversion rate:** The percentage of users who complete a desired action, such as making a purchase or filling out a form. This metric indicates the effectiveness of the ad in driving conversions.
4. **Cost per conversion:** The average cost of acquiring a new customer or lead through the ad campaign. This metric helps businesses understand the cost-effectiveness of their campaigns.
5. **Analytics tools:** Social media platforms like Facebook and Instagram provide analytics tools that businesses can use to track and measure the performance of their ad campaigns. These tools offer detailed insights into metrics such as impressions, engagement, and conversions.

By regularly monitoring and analyzing these metrics, businesses can identify areas of improvement and optimize their social media ad campaigns for better results. It is important to set clear goals and objectives for each campaign and use the metrics to measure progress towards those goals.

Budgeting and allocating resources for social media advertising is a crucial aspect of small businesses in Zambia. While social media advertising offers cost-effective options compared to traditional advertising methods, businesses still need to allocate an appropriate budget to achieve their marketing objectives.

When determining the budget for social media advertising, businesses should consider factors such as the size of the target audience, the competitiveness of the market, and the desired reach and frequency of the ad campaigns. Allocating a sufficient budget allows businesses to reach a wider audience and increase the visibility and effectiveness of their campaigns.

It is also important to allocate resources to the creation and management of social media ad campaigns. Businesses should invest in skilled professionals or digital marketing agencies that specialize in social media advertising. These professionals can help businesses create compelling ads, optimize campaigns, and measure the success of their efforts.

In conclusion, social media advertising offers immense opportunities for small businesses in Zambia to drive growth and success. By leveraging the reach and targeting capabilities of platforms like Facebook, Instagram, and Twitter, businesses can reach a wider audience, build brand awareness, and drive conversions and sales. Understanding the target audience, choosing the right platforms, crafting compelling ads, optimizing campaigns, and measuring success are key strategies for maximizing the effectiveness of social media advertising. By allocating appropriate resources and learning from successful case studies, small businesses in Zambia can harness the power of social media advertising to make their mark in the highly competitive market. So, if you're a small business owner in Zambia looking to drive growth and success, it's time to embrace the power of social media advertising.



Lubinda Sinyani

Author

Lubinda Sinyani, the mastermind behind Melo Media (www.melomediazambia.com), is a qualified economist with over ten years of experience in the media industry. As the CEO, his creative and innovative approach has elevated Melo Media to a leading position in the competitive world of media and advertising. Known for his diverse skill set and commitment to excellence, Lubinda leads a talented team, pushing the boundaries of digital marketing and ensuring the company's reputation for delivering high-quality, visually stunning work.

PHOTOFOCUS

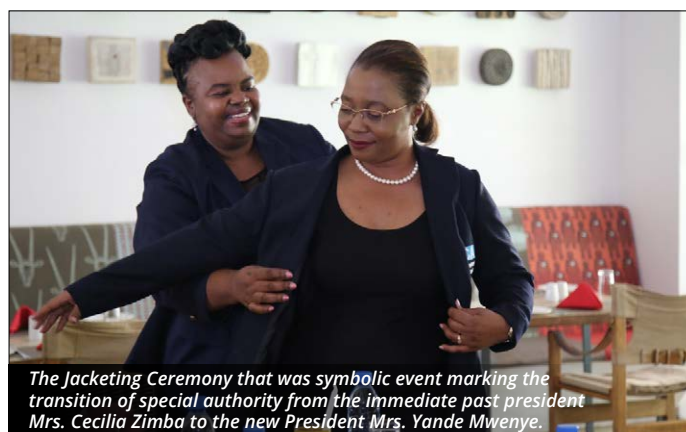
A Close-Up of Key Events and a Visual Narrative of the Accountancy Landscape



President of the Republic of Zambia His Excellency Mr. Hakainde Hichilema as guest of honor at the Pre AGM Workshop held on 9th August 2023 at Avani Victoria Falls Resort in Livingstone.



Group photo after the MoU signing ceremony with Institute of Internal Auditors Zambia (IIAZ) to jointly host the National Auditors Conference.



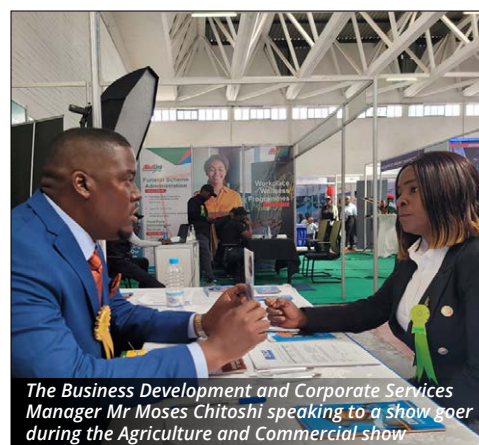
The Jacketing Ceremony that was symbolic event marking the transition of special authority from the immediate past president Mrs. Cecilia Zimba to the new President Mrs. Yande Mwenye.



The ZICA President Mrs Yande Siame Mwenye with Mr Clarence Gama, CEO Nico Technologies at the Annual Lake Shore conference in Malawi organised by the Institute of Chartered Accountants Malawi (ICAM) from 14th to 17th September 2023



The citizen's view 2024 National Budget Post Analysis Dinner held on 29th September at Government Complex graced by the Minister of Finance Hon. Dr Situmbeko Musokotwane.



The Business Development and Corporate Services Manager Mr Moses Chitoshi speaking to a show goer during the Agriculture and Commercial show.



ZICA President Mrs Yande Siame Mwenye pays a courtesy call on the Auditor General's officer Dr. Ron Mwambwa

Return of the Workplace Groove

How to Drive Growth and Success

By Nyalinda Mbawo



As a business leader or manager, you must have, at some point or other, come across situations where an otherwise vibrant and highly efficient team member (s) suddenly begins to slacken and loses their usual lustre and pizzazz...

You have sat them down, tried to engage them, and enlisted the reinforcement of the HR team...conducted team building excursions, enforced personal development interventions...results...dismal. This can be very frustrating for a leader or manager who truly believes in the contributions that the team member has previously put in for the success of the team. At the point of the end of year performance appraisal, your recommendation..."does not meet requirements for the role". After all, all efforts and interventions have failed, right? Have they?

Mental health awareness has become a "buzz" in the business fraternity. Talks have been delivered and awareness of the intricacies of mental health shared but after the talks, what next? How are businesses helping their human capital in order to improve their triple bottom line?

Various researchers have found that a person's confidence, identity at work and aptitude for work productivity is correlated to their mental health. Employers would therefore have a healthier triple bottom line if investment in the human capital aspect of organisational profitability were adequately recognised and addressed. An employed person spends an average 70% of their daily time in the work environment. It therefore stands that

the assistance needed to achieve inner rest and self-actualization for optimal social and professional performance should be provided for and obtained from the work place. BetterUp.com have stated that when employers do not prioritise inner work and rest, their teams are prone to stagnation, burnout and high turnover.

It can be argued that that is the role of the human resource team in the workplace. However, the unwillingness to open up may be because of familiarity or fraught of victimisation – not trusting that the process would be professional enough not to divulge sensitive information, particularly if it emanates from the work place and involves co-workers or supervisors.

What is Life Coaching?

We live in a giant sea of unfulfilled potential! People have career goals, relationship goals, health goals, financial goals... but they also have doubts, fears, and distractions. These doubts, fears and distractions can be roadblocks to progression as well as social and professional progression.

According to the Transformation Academy, USA, a life coach does the following for you:

- A life coach helps you dream big and stretch your horizons to create a compelling vision for your life, and then helps you chart the course to get there.
- A life coach holds you accountable to yourself by holding you to higher expectations and standards and reminding you what you're doing it all for.
- A life coach challenges you to see your true potential and to settle for nothing less than all that you are meant to be.

- A life coach helps you find meaning in the challenges in your life and give your pain a purpose.
- A life coach helps you keep your monkey mind in check so you can choose optimism, feel confident, and master a mindset of success.
- A life coach helps you stay committed in those times when you feel frustrated, overwhelmed, or become distracted by life's uncertainties.
- A life coach is that support system you can depend on when the people in your life are nay-sayers, haters, or don't believe in your vision.

Professional life coaching therefore provides that balance and safe environment where individuals can fully express themselves to an independent and external person that will help them offload unnecessary baggage and unlock their full potential and allow them to "soar and roar", reignite their light and release their voice for professional and social excellence. Time is now ripe for Professional life coaching integration into the workplace personal development process.

Author



Nyalinda Mbawo

A Certified Professional Life Coach with over 20 years of diverse team management experience in sectors such as ACCA, Total Zambia, Kobil Zambia, and Juba Transport. Holding academic qualifications and certifications in Quantity Surveying, Marketing, Lean Six-Sigma, and as a Bullet Proof Manager®, she is a seasoned facilitator at prestigious events, including the ACCA-ZICA-CIMA Annual Business Conference, engaging with government and business leaders globally.



About ZICA Benevolent Fund

The ZICA Benevolent Fund was established in 1995 for the sole purpose of supporting ZICA members and their families through periods of hardship. Difficulties for members can arise for reasons outside their control, such as serious illness, death or a prolonged period out of work.

Objectives

The principal objective of the Fund is to raise and maintain funds to assist Members and their families in times of need. At inception, the fund was envisaged to cater for a mirage of circumstances that may afflict members.

However, due to constraints in financial resources, the assistance is currently restricted to payment of school fees for children of deceased members.

Contributions and Beneficiaries of Fund

Benevolent Fund contributions are restricted to Fellows and Associates of the Institute. So far the fund beneficiaries are drawn from Only Fellows and Associates members because they are the only eligible contributors. The fund has been assisting several children of deceased members to get an education.

Fund management and administration

The fund depends on volunteers for all its administrative work. The audit services for the fund are provided pro bono by HLB Reliance. The major sources of income for the Fund include contributions by members, donations and interest on investments. The income is invested in interest bearing financial instruments. The Fund assists beneficiaries by awarding educational grants to children of deceased members.



How Can I Donate?

All donations are gratefully received and will help us to continue providing assistance where it's needed the most. All donations can be sent to the ZICA Benevolent Fund Bank account details are as indicated below;

Account Name:	ZICA- Benevolent Fund
Bank Name:	Access Bank
Account No:	0180100000723
Branch Name:	TAZARA

Kindly email proof of payment to technical@zica.co.zm

Thank You for your continued support

The Business Finance Word Search Puzzle

Written below are lots of words that appear in the subject of business finance . Can you find all words hidden in the grid? Remember they may go up,down,across, diagonally, or even backwards.(Leena Lane and Graham Round, Stories, Puzzles and Activities, 2008, Anno domino publishing, p.69).

C	S	E	I	T	I	L	I	B	A	I	L
M	I	P	G	E	X	P	E	N	S	E	S
C	I	O	P	E	K	I	T	O	W	S	E
T	O	R	A	R	B	I	T	R	A	G	E
E	L	T	E	T	S	R	R	B	P	I	T
C	E	E	T	T	L	A	R	E	S	N	E
N	U	R	L	E	N	A	T	G	C	V	N
E	Y	S	A	K	N	I	E	A	A	E	R
T	O	T	T	D	O	N	G	T	L	N	E
E	D	R	I	O	C	R	D	N	A	T	V
P	D	O	P	U	M	L	U	A	B	O	E
M	E	E	A	P	Q	E	B	V	L	R	N
O	N	I	C	H	E	E	R	D	E	Y	U
C	O	L	L	A	T	E	R	A	L	I	E

CUSTOMER
KPI
BRAND
INVENTORY
ARBITRAGE
ADVANTAGE
SCALABLE
LIABILITIES
BUDGET
PORTER
COMPENTENCE
NET
COLLATERAL
CAPITAL
NICHE
EXPENSES
EQUITY
REVENUE
INTEREIM
SWOT

ChatGPT: A New Dawn, Or The Beginning Of The End?

What AI-Powered Tools Mean For Professionals

From CAW



If 2022 belonged to TikTok, then 2023 is the year of ChatGPT. The current hype around the tool – and generative artificial intelligence (AI), the tool that powers it – might make it seem like it is a new phenomenon but this is far from the truth. It is merely building on technology that has been gradually creeping into our lives for years. Think about your email trying to suggest what you want to type next, or Spotify building a playlist that you may like. And if you pop into your mobile phone's Photos folder, you'll find that it has likely identified your friends' faces and grouped their photos together for you.

What has changed though, is the enormous progress in computing power and data analysis. The popularity of ChatGPT has brought these developments to the fore. The tool, which was launched in 2020, can generate human-like responses to a conversational prompt or message. Earlier this year, it leapfrogged other programmes like Instagram and TikTok to become the fastest-growing web platform in terms of the number of active users.

It's not the only AI tool around. Others include Midjourney, which can be used to create realistic images based on a prompt, and DeepArt.io, which allows users to transform their photos into artistic styles inspired by famous artists. Although their outputs may be different, these tools work the same way. Grasping how AI works is crucial as it helps dispel certain persistent myths – including one that such tools have a mind of their own and can take over the world. Such scenarios can easily be seen as the stuff of science fiction once users understand that AI tools are probabilistic engines that come up with predictions on what a user is asking, based on huge databases of past data. These databases "train" these tools to learn patterns and correlations, which are then used to create content that is both realistic and lifelike.

ChatGPT's impact is being felt beyond the virtual: it's changing the way we work, heralding a new era of creativity and productivity. According to a survey cited in Business Insider, 43% of professionals have used tools like ChatGPT at work. Even Singapore's public service has embraced some form of AI, which officers can use to help them in research and writing. However, that has been accompanied by a directive to ensure the work they eventually submit is accurate and in line with copyright laws.



One thing to be wary of is feeding privileged client information into (ChatGPT)

TAKEAWAYS

- ChatGPT's impact is being felt beyond the virtual: it's changing the way we work, heralding a new era of creativity and productivity.
- In accountancy, ChatGPT is not a substitute for accounting software or advanced financial models. It is at best an assistant, to be used alongside professional judgement and training.
- Content that is generated by ChatGPT needs to be checked for accuracy and relevance.
- Due to ethical and privacy issues, professionals must guard against feeding privileged client information when "training" ChatGPT or similar.

ACCOUNTANTS AND CHATGPT

Accountants, too, have tapped on ChatGPT to work smarter and more efficiently. Such tools eliminate the need to scour through research to learn about tax regulations and accounting standards. They can also assist accountants to calculate ratios, perform simple financial forecasts and analyse data patterns. But even firms that have adopted such tools should err on the side of caution as ChatGPT is not a substitute for accounting software or advanced financial models. Instead, it should be viewed as an assistant, to be used alongside professional judgement and training. There are also ethical and privacy issues to consider. "One thing to be wary of is feeding privileged client information into (ChatGPT)," said Ben Bilsland, partner and technology sector expert at RSM, a leading British audit, tax and consulting firm. "That's a problem for accounting firms," he added, speaking to Accountancy Age. OpenAI, the Microsoft-backed tech company behind ChatGPT, has sought to reassure professionals with new features, to allay concerns about data security and integrity. In March, it introduced a feature that allows users to indicate if certain conversations should not be used to train future models. However, they will still be stored in the company's servers for 30 days. This may not go far enough, although OpenAI does have plans to roll out a business version of ChatGPT, which will offer better data security and privacy. It remains to be seen how these will comply with the strict standards on data privacy and security that the accounting profession must adhere to.

Other less obvious use of ChatGPT in finance and accounting includes marketing oneself and one's services. Those looking to grow their social media footprint can turn to ChatGPT to generate snazzy posts about trending topics. People who are less confident of their writing can also use ChatGPT to vet their emails and improve their tone and clarity.

A BALANCED VIEW

While some professions have embraced ChatGPT and other AI tools for their efficiency, other fields view them with suspicion, concerned about how it might take away, rather than help, jobs. Some have already sounded alarm bells. In March, Goldman Sachs economists estimated that as many as 300 million full-time jobs could be automated in some way because of advances in AI. But at the same time, World Economic Forum research suggests AI is projected to create around 97 million new jobs, potentially countering workforce displacement concerns.

However, some jobs will likely still be affected, especially among professionals in creative fields such as writers, designers, photographers and musicians. AI-generated content – which ChatGPT creates in seconds – may become more prevalent, leading to a reduced demand for human creators. Professionals in customer service may also be affected as already, ChatGPT-powered chatbots and virtual assistants are being used to handle customer inquiries and support requests.

As the language models they are trained on improve, they may be able to handle more complex customer interactions, potentially reducing the need for human customer service representatives. Another strength of ChatGPT is its ability to

quickly process and analyse vast amounts of data, which may impact jobs in fields like data entry and basic data analysis. Many administrative tasks, such as scheduling, document processing, and data entry, can also be automated using similar tools. This could impact administrative assistants and similar roles.

This is not to say that AI tools like ChatGPT do not have their drawbacks. One of these has to do with accuracy. There have been numerous instances of ChatGPT presenting inaccurate data, for example, when it "hallucinates" and generates output that sounds plausible but is either factually inaccurate or contextually irrelevant; in some cases, the output can even be dangerous. Part of its popularity stemmed from its promise of content guardrails that promised to limit hate speech, violence, misinformation and instructions on how to do things that are against the law. However, the perception of that illusion was swiftly shattered as users discovered methods to circumvent content moderation. As reported in The Guardian, instances arose where ChatGPT could be manipulated to produce derogatory comments about women and express sympathy towards war criminals like Adolf Hitler. Generative AI can also be easily used to generate malicious code that can launch cyberattacks or fake news campaigns, and impersonate others by generating lifelike images.

THE NEXT CHAPTER

Fortunately, not all is lost. Governments, such as in the European Union, have increased their scrutiny of ChatGPT and are mulling legislation to regulate its development and use. Closer to home, the Infocomm Media Development Authority (IMDA) has spearheaded the AI Verify Foundation (AVF), a group comprising at least 60 global industry players. Including tech giants like Microsoft, Google and Meta, AVF will tackle pressing issues in AI such as bias, copyright and its susceptibility to lying, said Minister for Communications and Information Josephine Teo, at the Asia Tech x Singapore Conference in June.

Outlining Singapore's approach to AI, she said that the government would work with industry to steer AI towards beneficial uses and away from harmful ones. "This is core to how Singapore thinks about AI," she told an audience of several hundred tech professionals. "In doing so, we hope to make Singapore an outstanding place for talent, ideas and experimentation. A strong desire for AI safety need not mean pulling the drawbridge to innovation and adoption."





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**CHARTERED ACCOUNTANTS
TRUSTED TO SHAPE THE
FUTURE OF BUSINESS**

During ongoing economic uncertainty, Chartered Accountants have emerged as beacons of trust according to the latest **Edelman Trust Barometer***. Trust in the profession has **risen by seven points to 85%** since the last survey in 2021, its highest level since the study began in 2018. Chartered Accountants are the only profession – aside from nurses – who have seen an uplift in trust this year, while all other financial professions have seen a decline. Business leaders are now calling on Chartered Accountants, as trusted advisors, to be more than financial experts. They are seeking guidance on financial resilience and want to see **Chartered Accountants stepping forward to play a leading role in ethics and data integrity**, to navigate advancements in AI and technology and to drive progress on net zero transition.

The Edelman Trust Barometer 2023 said that **78% of businesses see Chartered Accountants as essential in navigating challenges** arising from economic uncertainty and the cost-of-living crisis. As trust in Chartered Accountants increases, so do expectations. To meet these expectations, Chartered Accountants must feel equipped and knowledgeable to engage in broader conversations about resilience. 83% of business leaders believe that Chartered Accountants have the skills to navigate a new operating environment with the same number saying that they will play a vital role in helping businesses adapt to new challenges.

Integrity has always been a cornerstone of the Chartered Accountancy profession. In the era of data-driven decision-making, Chartered Accountants are uniquely positioned as data guardians. According to the Edelman findings, **81% expect Chartered Accountants to be the custodians of data integrity**, while 77% believe Chartered Accountants must help businesses navigate data accuracy and misinformation. Indeed, they must continue to prioritise compliance with regulations and confidentiality and showcase their expertise in data security and privacy.

75% of respondents suggested that Chartered Accountants are vital to businesses given the growth of misinformation. Collaboration between professional bodies and governments can further enhance the profession's ability to address data-related issues, ensuring the highest levels of trust.

Automation and technology advancements are reshaping industries, including accounting. Future-ready Chartered Accountants are expected to be tech-savvy navigators (81%), guiding businesses through the digital transformation. To uphold this reputation, it's essential for professional bodies to offer universal training and resources on technology adoption and adaptation for their members and students by staying updated and proactively advising on new technologies, Chartered Accountants can position themselves as leaders in a rapidly changing business landscape.

Purpose has become more important in driving trust in Chartered Accountants, particularly speaking out on social and environmental issues. Indeed, net zero transition considerations are no longer peripheral; they are central

to business strategies. Chartered Accountants must be equipped with the knowledge and resources to engage in purpose-led conversations that link net zero transition initiatives to an organisation's overall strategy.

Professional bodies can play a pivotal role in supporting their members in becoming vocal advocates for net zero transition. They can provide resources, foster partnerships, and lead by example through united responses to critical crises. By doing so, they empower Chartered Accountants world-wide to be vocal guides in the ever-evolving net zero transition space, ensuring that ethical considerations are at the forefront of decision-making.

Michael Izza, Chairman of Chartered Accountants Worldwide and CEO of ICAEW said,

"It is clear that the role of the **Chartered Accountant has evolved far beyond the traditional numbers**; they are trusted business leaders and advisors. Their expanding roles encompass resilience, data integrity, technology, and net zero transition, reflecting the evolving needs of businesses in today's dynamic environment. Professional bodies play a crucial role in equipping their members to excel in these expanded capacities, thereby cementing their position as indispensable pillars of trust in the business world".

NOTES:

**Statistics taken from the 4th Wave of The Edelman Trust Barometer (June 2023) "EVALUATING TRUST IN THE ACCOUNTANCY SECTOR FOR CHARTERED ACCOUNTANTS"*

Methodology:

The research was conducted by Edelman Dxl, an independent market research firm, in partnership with CAW. This is the fourth wave of research conducted on behalf of Chartered Accountants Worldwide.

- **How:** 15-minute online survey
- **Who we spoke to:** Financial decision makers (Director+) within businesses.
- **Where:** England, Scotland, Wales, Northern Ireland, Republic of Ireland, South Africa, Australia, New Zealand
- **When:** Fieldwork was conducted between 30th March and the 6th of June 2023

Sample size:

1,351 total participants across 8 markets:

- England = n400
- Wales = n101
- Scotland = n150
- Singapore = n50
- Ireland = n200
- South Africa = n200
- Australia = n125
- New Zealand = n125

Five ways to wellbeing

The Five Ways to Wellbeing was developed by the New Economics Foundation in 2008, where their project collated research from around the world on proven actions that can help us feel good.

From CAW

Wellbeing is a term that has gained popularity in recent years but in its simplest form it is a state of being comfortable, healthy, or happy. In a broader sense, it's how satisfied you are with life, your sense of purpose, and how in control you feel.

The framework is used globally in various ways to build more awareness on our collective wellbeing and help people take action to improve it. Each action can make a positive impact in our lives and most of us will engage with these activities without being aware of it. To get the most from the five steps, it is important to incorporate all of them on a daily basis.

Why not try the five today?

CONNECT

- 1 Social connection is extremely important for our wellbeing. We are social animals, and our need for connection can help us feel happier, increase our feelings of security and safety and gives us a greater sense of belonging and purpose.

Make time to connect with others each day. Nurture and invest in your relationships with loved ones. This could be talking to someone rather than sending an email, speaking to someone new – possibly chatting to another in your local coffee shop or supermarket or taking time out to ask a loved one how they are truly feeling.

BE ACTIVE

- 2 Look for ways to be active each day. This doesn't mean spending hours in the gym though; find an activity you can enjoy and try to incorporate it into your everyday life. Physical activity is intrinsically linked with lower rates of depression and anxiety. Why not take the stairs rather than the lift, go for a walk at lunch, or explore your local park – little changes can reap huge rewards.



Wellbeing, fundamentally about comfort, health, and happiness, extends to our satisfaction with life, sense of purpose, and feeling of control

TAKE NOTICE

- 3 Simply put, be in the moment. Being aware of the now can help you feel calmer and reduce stress. Take stock of what is around you and paying attention to the present – to your own thoughts, feelings and to the world around you.

KEEP LEARNING

- 4 Be curious and ever learning! Continuing to learn throughout life can help boost our self-confidence and self-esteem. As adults, we can be time poor with other day-to-day responsibilities but simple activities such as learning a new recipe, getting around to that DIY project, doing a puzzle or setting yourself a new challenge can help achieve a higher level of wellbeing.

GIVE

- 5 Giving to others makes us feel good. When we give or help others, it activates parts of the brain associated with trust, social connection and pleasure. It provides a sense of meaning, improves our life satisfaction and mood, and can even reduce stress.

Giving up your time to others can also help strengthen relationships or build new ones. Try to complete a small act of kindness today. Research into actions for improving happiness has shown that committing an act of kindness once a week over a six-week period is associated with an increase in wellbeing.

And there you have it, the five ways to wellbeing!



The Economics of Sport:

A Closer Look at Superade Academy's Success Story

By Mortson B Kasoma

The Total Energies CAF Women's Africa Cup of Nations, Morocco 2024, showcased Zambia's impressive World Cup debut against Angola in Ndola. This article delves into the multifaceted world of sports, emphasizing the intricate behind-the-scenes processes that contribute to the success of teams and athletes.

Prior to the Women's Africa Cup, Zambia's men's national team secured a coveted spot in the 34th edition of the Africa Cup of Nations, AFCON, adding to the nation's sports achievements. Notably, the Zambia Netball Team's triumph in Gaborone at the Africa Cup of Nations added another layer of excitement to the country's sporting landscape.

Many might perceive these victories as chance occurrences, but in reality, they are the culmination of extensive hard work and strategic planning. The unsung heroes behind the scenes include coaches, guardians, and the community itself. Recognizing the integral role played by these individuals is essential, after all, its said that "It takes the whole village to raise an African child".

As athletes progress from grassroots levels to higher leagues, professional training becomes paramount. The concept of player and team management comes into focus, marking the intersection where sports and business converge. Principles of scalability, automation, technology, business model innovation, integrated systems, workforce management and planning, standardization, mass customization, accounting controls, and cash operating cycles are integral components. This perspective challenges everyone to rethink their perception of sports as a purely recreational activity.

The strategic incorporation of business principles becomes paramount for sustainable growth and success in the competitive realm of athletics.

Let us explore the practical application of some of these key business principles in the context of sports and unveil how these strategies contribute to the overall development of the sporting industry.

1. Scalability: A Path to Sustainable Growth

Scalability in sports refers to the capacity to adapt and expand operations in response to evolving demands. An example lies in the establishment of youth development programs within sports organizations. By investing in scalable initiatives, such as expanding outreach to diverse communities, sports entities can foster a broader talent pool, ensuring a sustainable pipeline for future athletes.

2. Business Model Innovation: Adapting to Changing Dynamics

Adaptability is key in the business of sports. Business model innovation involves redefining strategies to align with evolving market dynamics. One exemplary case is the shift towards subscription-based streaming services for sports content delivery. Another example would be the formation of strategic partnerships with sports betting platforms which may offer fans integrated and regulated betting experiences, while also creating new revenue channels.

3. Integrated Systems: Streamlining Operations for Efficiency

Integrated systems play a pivotal role in sports management by streamlining various facets of operations. An illustration is the implementation of unified data management systems that seamlessly connect player performance data, financial transactions, and fan engagement analytics. This integrated approach enhances decision-making processes and fosters operational efficiency.

4. Workforce Management and Planning: Cultivating a Winning Team On and Off the Field

The success of any sports organization hinges on effective workforce management. Beyond the athletes, this encompasses coaches, administrative staff, and support personnel. A practical example is the implementation of strategic talent acquisition and development programs to ensure a cohesive team environment both on and off the field.

5. Accounting Controls and Cash Operating Cycles: Financial Prudence for Long-Term Viability

Maintaining financial stability is imperative for the sustained success of sports organizations. Implementing stringent accounting controls and optimizing cash operating cycles, akin to prudent business practices, safeguards against financial uncertainties. This approach ensures that sports entities can navigate challenges while strategically planning for long-term viability.



Morton B. Kasoma

In essence, embracing these business principles transforms sports into not only a captivating spectacle but also a thriving and resilient industry. The ability to navigate the delicate balance between athleticism and business acumen propels sports organizations towards a future characterized by sustained growth and a much wider geographic influence.

Starting with the basics, a key element in the development of athletes is the sports academy. Focusing on soccer, this article highlights the Superade Academy, situated in Ndola, Copperbelt Province. Renowned for its player development framework, Superade Academy stands out as a beneficiary of the FIFA project under Double Pass, emphasizing its commitment to producing world-class players aligned with modern soccer standards.

Superade Academy, with its recently crafted hub called the Superade Innovation Hub, goes beyond the

realms of soccer. Its objectives extend to economic development, and the academy adheres to business principles in operations, marketing, and accounting. The academy's success underscores the importance of integrating business practices into sports management for sustainable growth. The academy takes pride in being a symbol of excellence, evident in its motto, 'Keep moving.' Its success stems from the realization that implementing specific business principles in sports management can lead to remarkable and unexpected growth, surpassing common expectations.

In conclusion, the article emphasizes the dual nature of sports as both recreation and business. It calls for the integration of business principles, including accounting, from the grassroots level, using Superade Academy as a prime example. By adopting a holistic approach, sports can achieve unprecedented growth, transcending conventional expectations. Visit Superade Academy on Facebook for more insights.

Should you wish to comment or send suggestions deriving from this article, kindly send to mortson29@gmail.com

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Morton B Kasoma serves as the Technical Director for FAZ Copperbelt Province, bringing a wealth of expertise to the realm of sports leadership. As a seasoned Coach Educator and Head of Sports at Levy Mwanawasa Stadium under MYSA, Kasoma combines a passion for athletic development with a commitment to advancing coaching education in the pursuit of excellence.



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