

PROPELLERS OF **PERSERVERANCE**

**EXAMINER'S
REPORT**

L3- INTEGRATED
TAXATION

11 | AUDITING - GENERAL OVERVIEW

13 | PREPARING TO PASS SEMESTER
EXAMINATIONS

20 | IFRS 15, REVENUE FROM
CONTRACTS WITH CUSTOMERS

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Financial Management (PSFM)	545.00
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Remarking of Examinations answer scripts

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Post graduate in Public Sector	
Financial Management (PSFM)	600.00
Taxation Programme - Certificate	575.00
Taxation Programme – Diploma	600.00

Instructions for Online Examination Registration and Payment Steps on page 15

CREDITS

EDITORIAL COMMITTEE

CHAIRPERSON

Enos Ronald Chiyongwe

MEMBERS

Stervious C Muchimba
Jenipher Nsiku Nyendwa
Barbara Hambaba
Salman Rajani
Sherlyn Musonda Hanene
Patricia Sitali
Bruce Mwewa
King Syacika
Patricia Sitali

PUBLISHING EDITOR

Hapenga M. Kabeta

CONTRIBUTORS

Byrne Kaulu
Trevor N Tembo
Brian Mtribouy
Thinkho Mayobvu

DESIGN AND LAYOUT



info@ceejaydigital.com
www.ceejaydigital.com



impressivecommunicationsltd@gmail.com
+260 979 410 283/ 971 988 967

CONTACT DETAILS

The Director Education and Training
Zambia Institute of Chartered
Accountants
2374/a Thabo Mbeki Road
P.O Box 32005
LUSAKA-ZAMBIA
Tel: 0211 374550-59/374563
Fax: 0211 255355
Email: education@zica.co.zm
Website: www.zica.co.zm

ZICA Northern Region Office
2nd Floor, Mukuba Pension House,
Room 333,
President Avenue,
Kitwe, Zambia
Phone: +260 212 222002
Email: kitwe@zica.co.zm

Editorial: Perseverance as an attribute for Success

In this edition of the Student Accountant Magazine, we feature an article on "Propellers of Perseverance". In this article, the author has highlighted four propellers of perseverance – passion, sense of possibility, perspiration and persistence. The article has come at the right time as our students are preparing for their December 2017 Examinations.

Passing an examination is not something that you achieve without putting effort in terms of studying and persevering through the studies. You have to put in your best in order to be successful in your examinations. As you study you may encounter a number of obstacles. However these should not discourage you. Always focus on the expected outcome. Many times we hear students complaining that I have written examinations a number of times without success and vowing to stop the studies should they not pass the next sitting. Such expressions are signs of someone who is defeated.

On the way to success, you may encounter a number of failures but never be defeated by the failures. The African-American author and civil rights activists, Ms. Maya Angelou, once said, and I quote "You may encounter many defeats, but you must not be defeated. In fact, it may be necessary to encounter the defeats, so you can know who you are, what you can rise from, how you can still come out of it".

Perseverance is a great attribute to success which never comes so easily. Success requires hard work, passion and commitment. I therefore urge our students, that failing an examination should not defeat you but give you a point of reflection for what you ought to do right in order to pass the next examination. As former USA president, Barack Obama once said "making your mark on the world is hard. If it were easy, everybody would do it. But it's not. It takes patience, it takes commitment, and it comes with plenty of failure along the way. The real test is not whether you avoid this failure, because you won't. It's either you let it harden or shame you into inaction, or learn from it; if you choose to persevere". Therefore, use your past failures as learning or reflection points.

As you prepare for the December 2017 examinations, we wish to encourage you to put the past failures behind you and work extra hard. Don't keep on looking back as the future shall not wait for you. Put in all your best by sacrificing leisure and other unproductive life styles. Remember that there is a big difference between academic and professional examinations. In professional examinations, the focus is for one to demonstrate competency in doing something as opposed to simply demonstrating understanding. Therefore as you prepare for the examinations, focus on attaining the competencies required. Should you not pass the December 2017 examination, please take it as an indicator that you have not yet attained the required competencies. However, the challenge will not last forever. Go for it one more time, two more times and three more times until you achieve the required competence. There are better rewards out there waiting for you.

Therefore, in all our ways of life we should embrace perseverance as nothing beneficial is attained for those who give up. Yes, perseverance may be uncomfortable and sometimes humiliating, yet rewards are much more than the pain or humiliation one may suffer along the way. It is said that perseverance is not a long race; it is many short races one after the other. If you only knock long enough and loud enough at the gate, you are sure to wake up somebody. The bible in Hebrews 12:1-3 further tells us that "since we are surrounded by so many examples of faith, we must get rid of everything that slows us down, especially sin that distracts us. We must run the race that lies ahead of us and never give up. We must focus on Jesus, the source and goal of our faith. He saw the joy ahead of him, so he endured death on the cross and ignored the disgrace it brought him. Now he holds the honoured position—the one next to God the Father on the heavenly throne. Think about Jesus, who endured opposition from sinners, so that you don't become tired and give up".



Modest Hamalabbi
Director, Education and Training

IN THIS ISSUE



5 Best Graduating Students



13 PREPARING TO PASS SEMESTER EXAMINATIONS



22 Relationship Marketing- The missing strategy in Zambian SMEs



6 PROPELLERS OF PERVERSANCE



15 EXAMINER'S REPORT L1- FINANCIAL REPORTING



24 THE EXAMINATION DESK



8 WHY TPIN REGISTRATION WITH THE BANK



18 PHOTO FOCUS



26 DECEMBER 2017 EXAM TIME TABLE



10 AUDITING – A GENERAL OVERVIEW



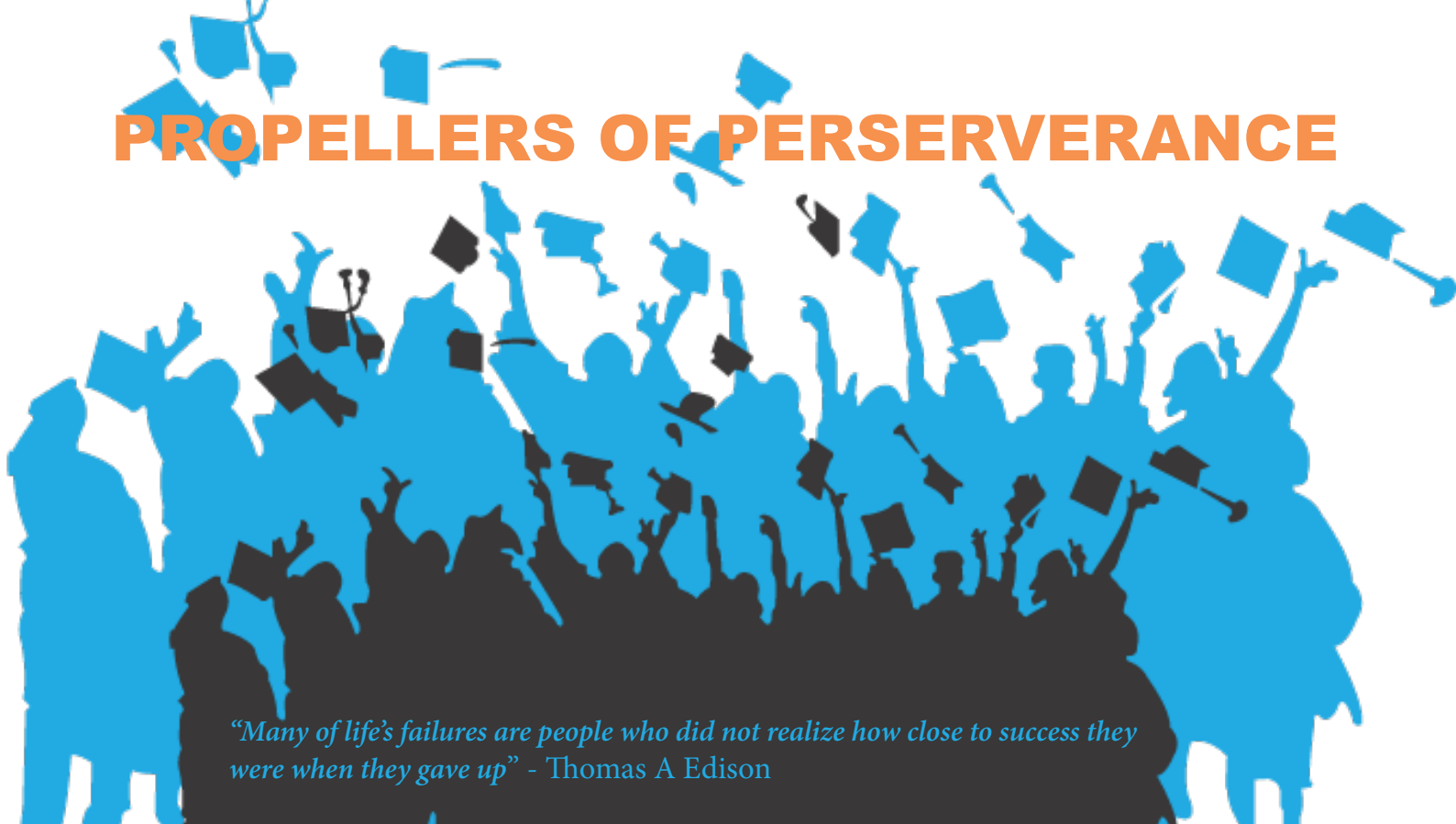
20 IFRS 15, REVENUE FROM CONTRACTS WITH CUSTOMERS

THE BEST GRADUATING STUDENTS FOR JUNE 2017 EXAMINATIONS

The Zambia Institute of Chartered Accountants (ZICA) wishes to congratulate the following June 2017 Best Graduating students. You have proved that good results can be achieved through hard work and determination. Our desire as an accountancy professional educator is to see your qualification and skills transforming the accounting fraternity, especially in enhancing best practices in Zambia. We sincerely hope that you will serve as our ambassadors in the industry. We wish you all the best in your endeavours

S/N	AWARD	NAME	SURNAME
1	BEST OVERALL PERFORMANCE – TECHNICIAN LEVEL	GEORGE	SIANI
2	BEST OVERALL PERFORMANCE – LICENTIATE LEVEL	MUKANDILA	MWEMA
3	BEST OVERALL PERFORMANCE – PROFESSIONAL LEVEL	MICHEAL NKANDU	KAMINSA
4	BEST PERFORMANCE IN ADVANCED FINANCIAL REPORTING	LAULES	MUDENDA
5	BEST PERFORMANCE IN ADVANCED MANAGEMENT ACCOUNTING	MICHEAL NKANDU	KAMINSA
6	BEST PERFORMANCE IN STRATEGIC FINANCIAL MANAGEMENT	MICHEAL NKANDU	KAMINSA
7	BEST PERFORMANCE IN ADVANCED AUDIT & ASSURANCE	ABEDINICO	SILUYELE
8	BEST PERFORMANCE IN STRATEGIC MANAGEMENT	EZWELL	NG'AMBI
9	BEST OVERALL PERFORMANCE – CERTIFICATE IN TAXATION	MWENYA	KASONDE
10	BEST OVERALL PERFORMANCE – DIPLOMA IN TAXATION	COSUM	SINYINZA

PROPELLERS OF PERSERVERANCE



"Many of life's failures are people who did not realize how close to success they were when they gave up" - Thomas A Edison

The above quote is a conclusion about life's journey from an American inventor who tried things many times even in the face of failure nevertheless pressed on until he succeeded. In most cases, he realized that the feeling of giving up sets in just right before you breakthrough. True to the words of Thomas we have many people today that give up too often and easily without knowing that they were just about to succeed. Maybe it was the last ZICA exam to write and you would have gotten the job you needed to fund your studies but decision was made to give up. For others it could have been the last application letter to write and the job was going to be theirs but they decided to give up on applying for jobs. Life is not for the weak thus the saying only the strong survive. This truth is put across by others saying survival of the fittest.

The basic principle of life is that to move to a higher level one must prove worthy of the crown by beating their current level. It's just life's rule of thumb. Oftentimes people give up on school, business, training, relationships, fellowship and a lot more due to their long held acuties that life ought to be an easy go without any challenges. What we don't consider is that challenges play a critical role in our everyday life and life without challenges isn't worth it. It is these challenges that refine, purify and prefect us by bringing out the beauty and best in us. Even a butterfly undergoes challenges if it is to fly. Our birth is a huge challenge for mothers and those that give up die in the process.

The list is endless about the challenges of life that end up with beautiful things. We all have challenges and later we have appreciated the role they play. There will always be challenges and that is why all human being need to persevere. Reality does not favor anybody yet it respects those that persevere. We all start our journey to succeed with so much hope until reality strikes to validate our faith in what we believe is possible. This is where perseverance comes in.

What then is perseverance?

According to Merriam-Webster dictionary, perseverance is to persist in a state, enterprise, or undertaking in spite of counter influences, opposition, or discouragement. This implies regardless of opposition and discouragement one must decide to make progress. This is a very remarkable state of existence especially that life will always be full of challenges. Fortunately, the good news about these challenges is that they don't last always. Akin to a test in the classroom it has its specific duration, implying it comes to

an end followed by results or consequences. Therefore, how we respond during those moments of testing is essential in our advancement. Most of us give up when we were about to score the passing mark, others quit when the test was all about attendance and for some they end their life without knowing it was an open book test facilitating for automatic progress. It is always good to go through the test because it may not be as hard as we expect. The bottom line is, in spite of that opposition you must make progress if you are to succeed.

I remember one time we joined a program at Cavendish University in Project Management with my best friend at the time. Before we could settle it was exam time and the guy had many reasons for not writing. Even though I also had good reasons for not writing on the other hand, I still encouraged myself to write. With great disappointment after driving from 137 kilometers, I leant the exam was adjourned to a later day being an on demand exam. It felt as if I had travelled to Lusaka only to gaze on the structure of Findeco House. The exam was rescheduled to a day after my travel to Lusaka. My friend further developed comfort and reasons not to write the exams and I must confess I also felt I shouldn't. When the day came I realized it wouldn't benefit me if I didn't write and so I embarked on my journey to write the exam. It turned out to be easy and exciting. I got the paper but my friend gave up on the pursuit. This paper validated my employment to manage many projects and eventually qualified me for further studies in China. Just imagine if I gave up. This is a clear indication that perseverance is a necessity rather than a choice if one has to succeed.

Most of us are not where we are ought to be because we give up obstinately and the sad part about life is that we become what we repeatedly do. As a result, most of us are defeatists. We quit everything including eating our food merely because there was a power cut. What a shame. A touching story is told of Florence Chadwick a very excellent American swimmer who desired to make history by swimming 21 miles in the ocean. There were people in boats to keep the sharks away. After swimming for 15 hours 55 minutes she got caught up in a fog and could not fight her way through. She asked people in boats to pick her out as she gave up her attempt. When she was picked up she looked in front of her and regrettably saw she was a few minutes from her destination. Two months later she tried this again and broke the world record but completing the same swim within 13 hours 47 minutes. Just like Florence the first day most of us lose sight of our goal and give up just before succeeding. No wonder Jack Ma a Chinese ecommerce guru said success is the day after tomorrow but most of us give up tomorrow evening. The most important questions now are;

What have you given up on?

- Was it necessary to give up?
- Where has giving up landed you?
- Have you ever imagined how close you were to your success?

Here are four (4) propellers that will help you to persevere in anything you embark on pursuing in life;

1. PASSION

This is an intense, driving, or overmastering feeling or conviction. It is simply zeal, drive or energy for what you are doing. You need to be in love with whatever you seek to do. Anything you love with a passion, you will fight for. This is just a principle you can never default in life. I am yet to see a human being who fought for what they did not love. Nelson Mandela went to prison for what he loved yet did not give up. You also went through thick and thin for what you love and did not give up. Therefore passion will drive you through it all when the going gets tough. It is an

intense conviction that can never let you down. Develop passion for living life at your best.

2. A SENSE OF POSSIBILITY

This basically means the conscious awareness of the condition or fact of being possible. One needs to look at challenges as opportunities to get to the next level in life equivalent with the way we view progression exams. We must have sure belief in ourselves that it is possible to pass and proceed. This is the spirit that keeps us alive even when things get tough.

Obama ran a campaign for US presidential election on “yes we can” phrase that brought so much hope not only to American but the whole world. It was speaking to our conscious and subconscious that whatever our challenges we were able to reach our goal. This kind of sense made million people not to give up but rather persevere in their life’s endeavors. A sense of possibility will keep you going. Believe that it is possible to go through life regardless of its challenges. You may be studying a course that is so challenging, refuse to give up but rather develop a sense of possibility. Believe it is possible and it shall be possible. Giving up must never be the solution, just persevere.

3. PERSPIRATION

This is a term that simply connotes sweat and in this case hard work. Most of us are too lazy. We don’t want to work hard. We play games all the time yet expect to succeed. When confronted with a challenge we just give up. Working hard is a good virtue. You cannot succeed in life if you don’t work hard. Any test requires hard work. You need to put in action and energy in your work. When challenges befall you in life you will be able to go through because you have developed consideration for working hard. Working hard equally aids us to generate a lot of alternatives. It makes us think outside the box simply because we always want to see things get done.

Working hard in many cases will make you achieve what talent cannot because talent likewise requires some efforts. A hard working farmer will not cultivate because rains are not coming, rather they will find a way to water the fields. You can never give up when you

are hard-working because this stirs up determination. It is this determination that Thomas Fuller advocates for in his quote; “An invincible determination can accomplish almost anything and in this lies the great distinction between great men and little men.”

4. PERSISTENCE

In simple terms this is to go on resolutely or stubbornly in spite of opposition, importunity, or warning. It is staying in power of things and not quitting. This is where you do anything right that you can do and must do. As some would say, you ask, seek and knock. Martin Luther Jr. expressed it this way, “If you can’t fly then run, if you can’t run then walk, if you can’t walk then crawl, but whatever you do you have to keep moving forward.” This is persistence. You must be willing in spite of your challenges to discipline yourself to stubbornly go on in life. You could have written letters of application and you have been rejected, keep writing in different styles and formatting your resume. Don’t give up. You can even take a step and find out why they don’t engage you.

A story is told of one young man that was always rejected by this company for years. One day he heard that there was an interview. He prepared and went for it without being called. When he was about to go in, the security denied him entrance and he made a lot of noise until the interviewers asked the security to let him in. He was asked why he went for interviews without being called. He told them that because he was the only one qualified for the job with a 5 years’ experience outside the job on basis of rejection. His performance during the interview was beyond excellent as he addressed real issues. He was employed and rose in ranks up to CEO of that company. This is what persistence can do. There is only one place for persistent people that I know of and that is at the top.

The story of Donald Trump becoming US president, Ben Carson becoming a surgeon and Stephan Hawking becoming a great physicist are some of great stories about the beauty of persistence. Go ahead and make ways in the mountains with your persistence. Your legacy must not be giving up, you can surely do better.

It is clearly evident that there is nothing beneficial about giving up even when the going gets tough. Most of us are in the habit of inflating our problem or rather exaggerating the size of our problems. We make our problems look bigger forgetting the power that lies in us. We are well able to pass any challenge with the full knowledge that it has a specific duration after which it will expire. Challenges will always be part of our lives however we must be passionate, persistent, hardworking and possessive of the sense of possibility. For some people challenges appear on their day of birth or while infants in the form of blindness, deaf or physical challenge yet become the best in whatever they do. Stories are told of blind people who were great writers. Giving up is never the solution. Regardless of the various challenges we face in any spectrum of life, we must never forget that indeed yes we can. Calvin Coolidge's words also speak to all of us as he says that; "Nothing in the world takes the place of perseverance. Talent will not; nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated failures. Persistence and determination alone are omnipotent." Make up your mind never to give up on your endeavors. See you at the top.

Reference

Merriam-Webster English Dictionary



About the Author

Gershom Endelani Mwalupaso is the Managing Consultant at Prince G Consultancy, an international Management Consultancy based in Kabwe. He is a motivational speaker, life coach, mentor, governance and environmental sustainability activist. He is passionate and proficient in marketing, economics, business

organization, strategic management and business management. He holds a MBA and Master in Leadership and Organization. A highly sought after speaker with incredible wisdom and understanding about business and life issues. He has consulted for large and small firms producing exceptional results. A devoted promoter and believer of good governance in business.



WHY TPIN REGISTRATION WITH THE BANK

It has been observed that a number of tax payers do not understand the importance of the having TPIN and adhere to their Tax Obligation after registration, before going in to detail of answering why TPIN registration with the bank. Tax payer must understand the meaning of TPIN.

WHAT IS TPIN?

TPIN stands for Taxpayers Identification Number. This mandatory Unique Number given to every taxpayer to use when transacting with ZRA and now also on opening the bank Account. In the Eyes of ZRA an Individual or company is only identified through a TPIN, E.g the Government identifies an Individual by NRC number. To avoid duplication for example we have many names by the Name of Elizabeth Mukuma, Bwalya mwansa etc.

IS IT IS IMPORTANT FOR THE ANY INDIVIDUAL OR BUSINESS TO REGISTER FOR TPIN.

Yes, it is important because it is a new law which was passed in the act of parliament, that every Bank account Holder must have a TPIN. ZRA, advises the current and future accounts Holder to obtain this important and unique number

DOES IT COST ANY MONEY FOR INDIVIDUAL OR COMPANY TO ACQUIRE THE TPIN?

A TPIN is free of a charge. You do not have to pay ZRA to obtain the TPIN. The Corporate communication Manager for ZRA, Mr. Topsy Sikalinda said that they will be no tax charges on the bank Holders with TPIN's as purported on the Social media.

THEN HOW CAN SOMEONE OBTAIN A TPIN FROM ZRA?

Simple, to register with ZRA and acquire a TPIN, an individual or business/organization can apply online (www.zra.org.zm) or manually by filling the tax registration, attach the NRC or passport and sketch a map of where you resides, clearly stating Physical address.

OOPS, WHAT'S THE DEADLINE FOR THE TPIN REGISTRATION?

Mr. Sikalinda has advised that every bank Account holder is required to submit their TPIN with their various banks before the deadline 31 December 2017.

In conclusion, the TPIN registration is a must and because it is the Law passed in the act of parliament. Accountants and companies/ Organization must ensure that every employee at their work place are registered and acquires the TPIN and submitted before the deadline.

Become a **Taxation Expert...** **Enrol on the ZICA Taxation Programme**

About the Programme

Taxation is a specialised field which draws on law, administration and accountancy. It is complex and diverse requiring specialised technical knowledge. The growing national economic has attracted huge international investments resulting into complex business practice it was with this background that the Zambia Institute of Chartered Accountants. (ZICA) developed the Taxation Programme. The programme is aimed at matching the technical expertise in taxation with the current economic demands.

Objectives

- Offer a thorough understanding of the Tax System and practice of taxation in Zambia to professional accountants.
- Enhance the understanding of tax among the professionals from a wide range of disciplines who may not have a background accounting but are actively involved in the various facets of taxation.
- Give an opportunity to those who require a recognised professional qualification in taxation.

Who is eligible to apply?

Professionals wishing to specialise in taxation and school leavers with credits or better in five O- level subjects including English and Mathematics

Closing Date for Registration

Registration closing date for December 2017 examinations is 31st August 2017.


Mode of Study

- **Full-time:** Students on full- time study are required to enrol at any accredited tuition provider.
- **Part-time:** Students on part-time are required to enrol at any accredited tuition provider.
- **Self-study:** It is recommended that students on self –study purchase the ZICA study materials. These can be purchased from ZICA offices.

For more details, contact:

The Director – Education and Training
Zambia Institute of Chartered Accountants
Plot Number 2374/a Thabo Mbeki Road
P.O. Box 32005
Lusaka
Phone: +260 211 374550/9
Fax: 0211 374560
Email: education@zica.co.zm

The Regional Office- North
Zambia Institute of Chartered Accountants
2nd Floor Mukuba Pension House, Room 333
President Avenue
P.O. Box 23593
Kitwe
Tel: +260 212 222002
Email: kitwe@zica.co.zm



AUDITING – A GENERAL OVERVIEW

Introduction

This is the first in a series of a number of articles that will be published in the student magazine on auditing and related matters.

In this article and the articles to be published in future, the main emphasis and focus is in the perspective of auditing as it relates to statutory or external audits as against internal auditing.

This is the approach that is taken by the majority of professional accountancy examination bodies. Internal auditing forms part of the syllabus of most of the examinations by the professional bodies but in a very limited way so that the accountants appreciate the role played by internal auditors in an organization.

It should be observed that internal auditors have a professional body, the Institute of Internal Auditors (IIA) which offers specific training and assessments and certify those who meet the requirements.

Auditing a practical subject

The use of information technology in commerce and industry has increased globally. The auditing profession has not been left behind in the use of IT in the performance of audits. The auditors are increasingly making use of computers in the conduct of audits through the use of Computer Assisted Audit Techniques (CAATs). However, there is still widespread use of manual methods of conducting audits in practice.

Students studying auditing at whatever level, therefore, have to have a basic understanding of how organizations are run specifically with regards the purchasing cycle, the sales cycle, inventory and inventory controls and the financial aspects of the organization and the related internal controls. It should be obvious that students who have practical work experience and those who work for practicing firms will have an advantage over the students who do not have any work experience and are studying auditing.

Students who successfully complete their studies and awarded the professional qualification will be expected to conduct an audit with minimum supervision. This is because the course structure and delivery is of a practical nature.

The need for competent auditors is apparent in an advent when the world has experienced large corporate failures in the recent past. The role of the statutory auditor is very important in the current business environment.

The relevance of auditing in commerce and industry

The need for external or statutory audits arises mainly from the separation of ownership of businesses and management. This occurs as businesses grow and it becomes more difficult for the proprietors to manage and control the business and so engage other people to manage the business on their behalf.

This separation of ownership and management grows from the lowest level of a sole trader growing to a partnership or growing into a private limited company and eventually to a listed company with shares being traded on a stock exchange such as the Lusaka Stock Exchange (LUSE).

Using the case of a listed company, it should be observed that the shareholders are the owners of the company in which they hold shares. When shares change hands, new shareholders become the owners to the extent of the shares that they hold.

The management of listed companies is in the hands of management who are employed by the company. It is unusual for shareholders to involve themselves in the day to day running of the company. This is left in the hands of management. For most shareholders, the only link with the company is at the annual general meeting where the financial statements are presented by management.

The financial statements are presented to the shareholders at the annual general meeting and are approved by the shareholders. It is possible that there will be a conflict of interest between management and the shareholders with the shareholders pursuing their own well-being and interest. Further, the financial statements may be prepared with a view to please the shareholders and so not show the correct performance of the company.

It is important to understand that in besides the shareholders there are other groups of people and entities interested in activities of listed and other companies. These are known as stakeholders and include lending institutions, the general public when making investment, etc.

These stakeholders rely on the financial statements prepared by management to make decisions.

Further, the stock exchange is a source of capital for many developed and developing countries. It is important that confidence in the stock exchange is maintained otherwise the public will be unwilling to buy shares on the stock exchange. The stock exchange is concerned that managements of listed companies run the companies in the best interest of the shareholders and so the financial statements should be a reflection of what is going on in the company.

The need for independent audits of the financial statements must be obvious from what has been said above. The external auditors carry out audits and gather evidence to enable them form an opinion on the financial statements. The shareholders appoint the external auditors to carry out this task because the auditors are experts in the field of auditing and are independent of the company they are auditing.

Auditing the subject

The Zambia Institute of Chartered Accountants (ZiCA) have three auditing papers under their examination structure. The first paper which is introductory is at the Diploma level where candidates are required to show knowledge of the subject matter with little application or advice.

The newly introduced CA Zambia has to auditing papers. The first paper Principles of Auditing is at the second level of the qualification and application in nature. Students are expected to apply the theory that they learn to practical situation in a given scenario. The third paper is the advanced paper Advanced Audit and Assurance which requires students to deal with more complex matters and be able to advise on issues that are given in a scenario.

There are similarities in terms of content in the three papers except that the higher papers will have topics that are not covered in the lower papers. The difference comes in the way that the subjects are examined.

The need for statutory audits

Largely the need for statutory audits

arises from the separation of ownership and management of organizations. Management prepare the financial statements and the auditor conducts audit procedures and forms an opinion on the financial statements. The auditor then issues a report to the shareholders who appointed the auditor.

The subject should be considered as one large topic that is split into various sub topics for ease of delivery when teaching.

The external auditor's row is basically to:

1. Plan the work that he is going to carry out.
2. Gather evidence on the figures contained in the financial statements.
3. Conclude on the evidence that has been gathered.
4. Form an opinion on the financial statements and
5. Report to the shareholders.



Relationship of statutory auditor and the client

The relationship the statutory auditor and the client has is commonly known as an **assurance engagement**. It is an engagement in the sense that there is a binding contract that is entered into by the parties concerned and this is contained in the letter of engagement.

Case scenario

Mukuyu Ltd is a private company that has been operating in Zambia for many years. This is company that is owned by three shareholders who share the profits according to the agreed upon profit sharing ratios.

George, one of the shareholders has decided to go back to the United Kingdom where he hails from. He is not willing to continue as a shareholder and has requested that the other shareholders pay him his dues in terms of capital contributed and an equivalent of his share of the business.

Paying George would leave the partnership in serious financial problems. After a series of consultations, George is will that instead the company obtains a listing on the Lusaka Stock exchange (LuSE) and each of the three would hold an equal number of shares totaling 30% of the shares and the rest of the shares will be floated to individual shareholders

and institutional shareholders.

George is happy with this arrangement because he has been informed by his financial advisor that the newly listed company will be subject to annual external audits.

The running of the company will now be in the hands of a management that will be put in place and a board of directors will superintend over management.

Briefly we shall now examine here the elements that are contained in engagement that the auditor has with a client using the information in the above scenario.

There are five elements which we shall consider and they are considered here in a logical manner.

1. **Three party relationship** – The assurance engagement involves three parties namely the shareholders, the entity and the assurance provider who is the auditor.

The shareholders are the owners of the company and are the ones needing assurance on the financial statements prepared by management. In the scenario this includes George and the other partners and the individual and institutional shareholders who will buy shares in the newly listed company.

Management are the stewards who manage the company on behalf of the shareholders and prepare the financial statements. In the scenario management includes the managers who will be engaged to run the business on behalf of the shareholders and the board of directors who will supervise management.

The auditor examines the financial statements prepared by management and forms an opinion on the financial statements and reports to the shareholders who appointed the auditor.

This will be the firm that will be engaged to conduct an audit of the financial statements of the newly listed company. They will be appointed by the shareholders to whom they issue the audit report.

2. **Subject matter** – in performing their duty of managing the company on behalf of the shareholders, the shareholders prepare financial statements. It is through the financial statements that shareholders determine how the management managed the company on their behalf.

The financial statements are the subject matter of the assurance engagement and they are considered and discussed at the annual general meeting.

3. **Criteria** – The criteria is the yardstick against which the financial statements have been prepared. The accountancy profession has put in place guidelines as to how the financial statements should be prepared. These are in the International Financial Reporting Standards and other regulations. In Zambia, financial statements are prepared according to the Companies Act 1994.

Auditors use the standards and companies act as a yardstick against which they measure adherence with them in the preparation of the financial statements. In the event that the financial statements are not prepared in accordance with the applicable financial reporting framework the auditors will conclude that they do not show a true and fair view and report as such to the shareholders.

4. **Evidence** – In order for the auditor to conclude on whether the financial statements have been prepared in accordance with the applicable framework they need

to gather evidence. This is done by performing audit procedures on the assertions contained in the financial statements.

The auditor will obtain sufficient appropriate audit evidence and document this. Based on the conclusions drawn from the evidence gathered the auditor will form an opinion and issue an appropriate report.

5. **Report** – This is the final of the elements of an assurance engagement. It is the outcome of the audit conducted by the auditor and is issued to the shareholders who appointed the auditor.

Students should understand the elements of an assurance engagement and in doing so should be able to identify these in any given scenario in the examination.

The mnemonic **CREST** (Criteria, Report, Evidence, Subject matter and Three party relationship) is commonly used to help students remember the elements of an assurance engagement.

Conclusion

Auditing as a subject basically deals with the provision of assurance by the auditor to the shareholders by examining the financial statements and forming an opinion thereafter. This article is aimed at giving students a general overview of auditing as a subject. All the other topics in auditing basically explain how the auditor is appointed, how he gathers evidence in the client company and how he concludes on the work done and finally issue a report.

Look out for the next article in the student magazine which will deal with business risk and the risk of material misstatements from the perspective of the auditor.

PREPARING TO PASS SEMISTER EXAMINATIONS

by Kapalu Kalulu

It is everyone's dream to finish their qualification and put on that gown or rather is among the group that always graduates. Having studied ZICA, I discovered a system that worked for me at all times. I would like to share these tips with you dear reader.

1 SET YOUR TARGET MARK THAT IS CHALLENGING

In as much as goals and targets are important for business and life, they are also important in studying CA or any other profession. I heard people during my studies set 50 as a target mark. I advise you not to set such a low expectation but a more challenging mark say 80 in each subject. Set this mark and put a reminder on your device so that every morning and evening you are being reminded about this target mark. Eventually that will propel you get serious with studies considering the fact that such a mark is not too easy to obtain. Set that Target and work towards it by breaking down this into small parts of what you will be doing on a daily basis towards that mark. It has been proved that when you are consistently reminded about your goals, it means you can attain it.

2 CREATE A STUDY TIME TABLE.

It is alarming to learn that majority of college students do not have a study time tables; In as much as it sounds so absurd, setting a study time table will enable you to apportion your time appropriately. I remember during my studies, I would spend more time on the subject that I liked most depriving the ones I was least interested in. Therefore, to avoid this a study time table will be of great help. As you set your study time table, I encourage you to know yourself better. What hour or time are you at your peak of concentration. Are you a night person? Day person? Morning person? Find out and make your table in a way that you put the most challenging subjects at that period when your level of concentration is high. You will be amazed with the results.

3 GATHER ENOUGH MATERIAL.

Through experience, I discovered that when you have a lot of material, it will be easy for you to understand certain topics that might have not been explained properly in the other books. This will also enable you as a student has a different perspective about the subject in question.



4 PREPARE YOUR BRAIN FOR LEARNING

In order to prepare for your studies you need to understand that your brain plays a vital role in your studies. Having this understanding will enable you to guide your brain into the study session that you are about to engage in. You will notice that there are a lot of activities that go through your brain each second that is the main reason for lack of concentration.

To get the best out of your study session, make sure you are able to concentrate fully on your studies. To attain this high concentration you must ensure that your brain is calm and free from mental noise i.e. anger, worry etc. Once you learn to silence your mind, then you will get the highest concentration on your task at hand, and your study will yield good results.

5 UNDERSTANDING HOW WE OBTAIN INFORMATION

Learning is always taking place. In most cases we learn using the five senses that we have, namely; Sense of sight, hearing, smelling, touch and taste.

Depending on what someone is learning, you will see that the senses that are used to learn in one field may not actually involve all the senses. An example is in a Sunday school class where the teacher is teaching the children how to sing fishing With Jesus. You will not that the sense that will be used by the children mostly will be the sense of hearing. In this class the sense of taste or smell will not even be relevant.

Having known this fact above, we realize that for an accounting student, the most important senses are hearing and seeing. As a student you must ensure that you perfect these senses. This is one among the reason why some of us use specs so as to enhance the performance of the sense of sight. It is also paramount that you also develop your sense of hearing. This will be very vital in the time that the tutor will be explaining things orally and you have to hear.

A Question can be asked at this period. How can you then enhance the two senses required for you learning?

For sense of sight, you need to ensure that you have a clear view of what is being written on the board or on the projection that is being done through projectors. In a situation that you are not having a clear view it is advisable that you sit in from so that you can clearly see what is being presented, in addition, you should consider having your eyes checked by a trained eye specialist so that right prescription can be presented to you.

For the sense of Hearing, Consider training your mind to pay particular attention to the words that are being said, it can be in a movie or in a play. You can also get a song that you have never heard of and pay attention to the lyrics being sung. You can also enhance this sense by ensuring that that your ear drum is functioning well and is free from dirty by cleaning your ears regularly.

Understanding the sensory part is vital because that is the only way we get information into our mind and later on to our memory, then onto the examination paper. Remember that Garbage in Garbage out also applies hear.

are written only in a stipulated period of three hours, so why revise a past paper for the whole day when the exam will only be three hours?

In conclusion, desire sets on the ground on which great success is planted. Have the desire to win and you will.

6 REVISE REGULARLY

We all know that it is difficult to recall information that one studied two months ago. Therefore, to remember your materials ensure to revise regularly. You can revise your materials by making flow charts, diagrams and short notes as you study since you do not want to go back studying through the text book. Make a plan to glance through all the material you have studied in a month. As you draw closer to your examination day, intensify your revisions by attempting as many questions as possible. Get yourself a quiet room; time yourself as you attempt to answer the whole past examination paper.

This type of revision will help you avoid some of the horrible mistakes that most students make in the examination rooms. Timing yourself as you study will be a good way of practicing speed in a certain subject. Remember that exams

JUNE 2017 EXAMINER'S REPORT ON PAPER L3- INTEGRATED TAXATION

1. Candidates' general performance

Give detailed and **specific comments covering the following:**

- 1.1 Comment on the general performance of the candidates on each question;
 - General statement of overall performance on question
 - Percentage of passed and failed
- 1.2 Comment on each section of the question separately, highlighting the most common mistakes made by the candidates on each section of the question

QUESTION 1

This question covered tax planning involving a choice of a business medium. The question was generally fairly well answered. A pass rate of 39% was achieved on the question.

Part (a) required candidates to calculate the income tax payable by each individual in the question, if the business was run as a sole proprietorship. Most candidates managed to provide the appropriate answers and obtained all the marks available.

Common mistakes made by candidates who scored poor marks on this part of the question, included failing to restrict the deductible NAPSA contribution to K3, 060, when computing the income tax payable by Hope under this option. Such candidates also failed to calculate the correct amount capital allowances on the motor car to be used by Hope partly for business and private purposes. These would have been claimable in full, without any restriction for private usage, given the fact that Hope would have been engaged as an employee under this option.

In Part (b) candidates were required to calculate the income tax payable by each individual if the business was run as a partnership. Some candidates faced challenges in making the required adjustments in computing the final taxable profits for the business, whilst other candidates just proceeded to apportion the profit figure given in the question without making the relevant adjustments and therefore losing marks.

Part (c) required candidates to calculate the income tax payable by each individual if the business was run as limited company and was reasonably well answered by most candidates. A few candidates however failed to provide the correct calculations. The most common mistake by such candidates was to restrict the employer's NAPSA contributions to K3, 060 when these are allowable in full subject to the earnings ceiling.

Part (d) was the one which required a computation of the company income tax payable if the business was run as a limited company and was generally well answered.

Part (e) asked the candidates to advise the individuals in the question the best medium to use to run the business and was generally poorly answered.

QUESTION 2

This question covered taxation of employment income and administration of taxes was poorly answered by candidates. Only 7% of the candidates who sat for the paper managed a score of above average on this question.

Part (a) (i) required candidates to calculate pay as you earn for the months of April and May 2017 by the tax payer and was generally well answered.

Challenges faced by candidates who performed poorly included not using the correct monthly allowable deduction, as well as applying the wrong tax rates in the computation of the tax payable.

In part (a) (ii) candidates were required to calculate the accumulated gross pay, accumulated pay as you earn and the accumulated net pay from January to May 2017 and was poorly answered.

In Part (b) (i) candidates were required to calculate the penalties and the interest on overdue tax with respect to provisional tax and in **part (b) (ii)** to identify the dates when tax returns were submitted late and the amount of penalties payable for the late submission of those returns. The question was poorly answered by virtually all candidates who demonstrated a total lack of knowledge of how to compute both penalties and interest chargeable on the late payment of income tax.

QUESTION THREE

This question covered tax covered tax audits and investigations and was generally well answered. It was the most popular choice of the three optional question. 58% of the candidates who attempted the question managed a score of 10 marks or above out of the available 20 marks.

Most candidates were able to explain the differences between a tax audit and a tax investigations in part (a). However, in part (b) some candidates found challenges in explaining the three main types of defaults that may be discovered during a tax audit. In part (c) very few candidates managed to explain the tax payer disclosure options available to a tax payer to regularise errors made in returns submitted to the ZRA. Part (c) which required an explanation of the differences between desk and field audits was well answered.

QUESTION FOUR

This question examined overseas aspects of income tax and was the least popular choice of the three optional questions. The performance of candidates was generally poor with only 24% of the candidates who attempted the question obtaining a score of 10 marks or above out of the available 20 marks.

In Part (a) most candidates failed to explain whether the individual in the question would be regarded as being resident in Zambia required in the tax year 2017. A good number of candidates who were confused residence with domicile and therefore lost marks.

Part (b) asked candidates to explain whether the individual in the question would be assessed to Zambian income tax on the income received in the charge year and to compute any applicable taxes payable. Candidates faced challenges identifying which income received was taxable. They also failed to compute the amount of double taxation relief available in computing the income tax payable.

QUESTION FIVE

This question was sub divided into three parts covering insurance and financial planning. It was generally well answered with a pass rate of 51% being achieved on the question.

Part (a) required candidates to distinguish between general insurance from life insurance and was answered well.

In Part (b) candidates were required to explain the taxation implications for an individual of investing in certificates of deposit, ordinary shares in accompany listed on the Lusaka Stock Exchange and Government of Zambia bonds. Common weaknesses included stating the wrong rate WHT of 15% on dividends when the correct rate was 0% the company is listed on LuSE, failing to explain the taxation implications on investing in certificates of deposit and government bonds.

Part (c) required candidates to explain the taxation implications of financing the purchase of machinery using an operating lease, a hire purchase agreement, and a bank loan. This part of the question was generally well answered.

1.3 Overall performance of candidates

222 Candidates out of the 574 who sat for the paper managed to obtain a pass. This represents a pass rate of 38.7%.

1.3.1. Highest mark obtained in this paper:	72%
1.3.2. Lowest mark obtained in this paper:	11%
1.3.3. Overall pass rate in this paper:	38.7%

ONLINE EXAMINATION REGISTRATION AND PAYMENT STEPS


1. Navigate to www.zica.co.zm
2. Login to your account (If you do not have credentials send mail to helpdesk@zica.co.zm)
3. Click on Events Menu
4. Select Exams
5. Click to select examination center of your choice
6. Click on Register Myself button
7. Select the subjects you wish to be entered for.
8. Click on Proceed to Checkout You will be taken to 2 options which are Pay Now and Purchase Order
9. If you Select Pay Now to pay using your Visa/MasterCard you will be redirected to the payment page.
10. Under payment page you must enter the following data:
 - Card No: xxxxxxxx (this is the 16 digit number on your Visa or Master card. Must be entered without spaces)
 - Expiry date: xxxx (This is found on the front of card)
 - Security code: 3 digits at the back of card
11. Click Next Button to review your transaction.
12. Click Pay button to complete transaction. If the payment goes through, you will receive an order confirmation and a receipt via email.
13. If you Select Purchase Order (PO) to register without paying, enter the text 'BILL MUSTER' in the space provided and click on Submit Order button.
14. Scroll up and click on your Name. This will take you to account home page.
15. Select the Finance tab and click on pending invoices.
16. Click on the Export to PDF icon on the top left side of your page to extract a prefilled Bill Muster form in PDF. Print two copies.
17. You will need to deposit funds at Zanaco Bank using the printed Bill Muster forms.

PHOTO FOCUS



 Zambia's Accountant General Dr. Dick C. Sichembe (Centre) with Copperbelt University ZICA Chapter Students at the Ministry of Finance.




 Copperbelt University ZICA Chapter Students touring Lusaka Stock Exchange Offices.



 Copperbelt University ZICA Chapter Students at Parliament.



 Copperbelt University ZICA Chapter Students with Auditor General members of Staff.



 ZICA Education Manager Mrs. Sherlyn Hanene (centre) with Copperbelt University ZICA Chapter, the Accountants Park.

PHOTO FOCUS




 ZICA members of staff with Choma Secondary School members of staff & Grade 12 pupils during the Marketing of the CA Zambia




 ZICA Education Officer Mr. Samuel Olanyani addressing Grade 12 pupils at Ibolelo Secondary School in Serenje during the marketing of the CA Zambia




 Assistant Education Officer Ms. Peggy Sikaaale with Njase Girls Secondary School grade 12 pupils during the Marketing of the CA Zambia



 ZICA Members of Staff with grade 12 pupils at St. Canisius Secondary School in Monze during the marketing of the CA Zambia



 CA Zambia marketing at Choma Day Secondary School

IFRS 15, REVENUE FROM CONTRACTS WITH CUSTOMERS

This technical article is relevant to students studying Financial Accounting, Financial Reporting and Advanced Financial Reporting.

IFRS 15 was issued in May 2014, and establishes a five-step model to account for revenue arising from contract with customers. The new revenue standard will supersede all current revenue recognition requirement under IFRS. It applies to all businesses reporting under IFRS for periods beginning on or after 1 January 2018.

WHY CHANGE THE REQUIREMENTS FOR RECOGNISING REVENUE?

Information about revenue is used to assess a company's financial performance and position and to compare that company with other companies. However, previous revenue requirements in IFRS and US GAAP made it difficult for investors and analysts ('investors') to understand and compare a company's revenue, due to:

1 Inconsistencies and weaknesses in previous revenue Standards.

In IFRS, significant diversity in revenue recognition practices had arisen because previous revenue Standards contained limited guidance on many important topics, such as accounting for arrangements with multiple elements. Furthermore, the limited guidance that was provided was often difficult to apply to complex transactions, particularly because previous revenue Standards did not include any basis for conclusions.

2 Disclosure requirements were inadequate

The disclosure requirements in previous IFRS and US GAAP often resulted in information that was inadequate for investors to

understand a company's revenue, and the judgements and estimates made by the company in recognising that revenue.

IFRS 15 addresses those deficiencies by specifying a comprehensive and robust framework for the recognition, measurement and disclosure of revenue. In particular, IFRS 15:

- improves the comparability of revenue from contracts with customers;
- reduces the need for interpretive guidance to be developed on a case-by-case basis to address emerging revenue recognition issues; and
- provides more useful information through improved disclosure requirements.

The objective of IFRS 15 is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature, amount, timing, and uncertainty of revenue and cash flows arising from a contract with a customer.

ACCOUNTING REQUIREMENTS FOR REVENUE - THE FIVE-STEP MODEL FRAMEWORK

The core principle of IFRS 15 is that an entity will recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Under the IFRS 15 the transfer of goods and services is based on upon the transfer of control (i.e. rights to consideration following

transfer of goods or services), rather than the transfer of risks and rewards as in IAS 18. Control of an asset is the ability to direct the use of, and obtain substantially all the remaining benefits from, the asset. For straight retail transactions IFRS 15 will have little, if any, effect on the amount and timing of revenue recognition. This core principle is delivered in a **five-step model framework (II DAR)**:

1. **Identify** the contract(s) with a customer.
2. **Identify** the performance obligations in the contract
3. **Determine** the transaction price
4. **Allocate** the transaction price to the performance obligations in the contract
5. **Recognise** revenue when (or as) the entity satisfies a performance obligation.

STEP 1: Identify the contract (s) with the customer

A contract with a customer will be **within the scope of IFRS 15** if all the following conditions (ART PC) are met:

- a. the contract has been approved by the parties to the contract and are committed to carrying it out;
- b. Each party's rights in relation to the goods or services to be transferred can be identified;
- c. The payment terms for the goods or services to be transferred can be identified;
- d. The contract has commercial substance; and
- e. It is probable that the consideration to which the entity is entitled to in exchange for the goods or services will be collected.

If a contract with a customer does not yet meet all of the above criteria, the entity will continue to **re-assess** the contract going forward to determine whether it subsequently meets the above criteria. From that point, the entity will apply IFRS 15 to the contract.

STEP 2: Identify the separate performance obligations in the contract

At the inception of the contract, the entity should assess the goods or services that have been promised to the customer, and identify as a performance obligation: a good or service (or bundle of goods or services) that is distinct; or a series of distinct goods or services that are substantially the same and that have the same pattern of transfer to the customer. A company would account for performance obligation separately only if the promised good or service is distinct. A good or service is distinct if both of the following criteria are met: the customer can benefit from the good or services on its own or in conjunction with other readily available resources; and the entity's promise to transfer the good or service to the customer is separately identifiable from other promises in the contract.

STEP 3: Determine the transaction price

The transaction price is the amount to which an entity expects to be entitled in exchange for the transfer of goods and services. When making this determination, an entity will consider past customary business practices. The transaction price would reflect the company's probability-weighted estimate of variable consideration in addition to the effects of the customers' credit risk and the time value of money (if material). Where a contract contains elements of variable consideration, the entity will estimate the amount of variable consideration to which it will be entitled under the contract. Variable consideration can arise, for example, as a result of discounts, rebates, refunds, credits, price concessions, incentives, performance bonuses, penalties or other similar items.

When an entity enters into a sale with a customer and a prompt payment discount has been offered, the amount of revenue to be recognised initially will need to be estimated taking into account the probability of the discount being accepted. When the entity expects that the customer will accept the discount, revenue should be recorded net of the discount. Therefore, the introduction of IFRS 15 will have a significant impact on the reported revenue. Offering prompt payment discounts will result in lower revenue being recognised (when the discount is accepted). This will have an impact on entities' gross profit margins. However, the net impact on profit as a whole will be the same as, by recording revenue net of the prompt payment discount, there is no longer a requirement to record a discount allowed expense in the statement of profit or loss.

STEP 4: Allocate the transaction price to the performance obligations in the contracts

Where a contract has multiple performance obligations, an entity will allocate the transaction price to the performance obligations in the contract by reference to their relative standalone selling prices. If a standalone selling price is not directly observable, the entity will need to estimate it.

Where consideration is paid in advance or in arrears, the

entity will need to consider whether the contract includes a significant financing arrangement and, if so, adjust for the time value of money.

STEP 5: Recognise revenue when (or as) the entity satisfies a performance obligation

The entity satisfies a performance obligation by transferring control of a promised good or service to the customer. Revenue is recognised as control is passed, either over time or at a point in time.

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1. 2017 ZICT College, class notes
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4. IFRS 15 Revenue from contracts with customers: project summary and feedback statement
5. <http://www.iasplus.com>



Relationship Marketing- The missing strategy in Zambian SMEs

By Gershom Endelani Mwalupaso

The growing importance of Small-Medium Enterprises (SMEs) in any economy cannot be overemphasized however the premature exit of most of them leaves much to be desired. What could be wrong with SMEs? This is obnoxious as businesses play a very dynamic role in the value addition to customers. Peter Drucker an authority in marketing and management asked a noteworthy question as to why a business exists. He argues that a business does not only exist to make profit but rather to create and retain customers by meeting their needs at a profit. Profit should never be the only emphasis of the business. There are so many SMEs in Zambia that have focused their efforts entirely on profit creation and this perspective is myopic. This clearly explains why most SMEs' lifespan is shorter than that of fish which is not in water. Today Zambia experiences SMEs that boom rapidly but are not heard of after and the next thing we see is the premise of their business being painted by another SME which is equally never lasts. Fundamentally this is attributed to profit making being at the emphasis of their decision making, neglecting the most important strategy known as relationship marketing.

What then is relationship marketing? It is a conscious allocation of marketing resources towards actually retaining and enhancing patronage to existing customers. The core focus is building a long lasting relationship with customers since marketing research has suggested that it is five times more expensive to gain a customer than to retain existing customers. Note should be taken that these efforts are done to existing customers on the premise that it is cheaper to retain a customer than to gain one. Unlike large firms, most SMEs after a sell forget the people that bought their product because the much needed profit has been secured. They don't care to know more about this special individual called customer and no useful interaction is made to meet customer needs satisfactorily. Most important, they forget that there are competitors looking for this special person and this person only stays where there is a good relationship.

Traditional marketing alone in business is not enough and it needs a complementary strategy known as relationship marketing. This is why large firms have Relationship Managers who play a vivacious role in retaining and enhancing relationships with the customer. This is very crucial because marketing research has concluded that 1% customer retention gives 3-7% firm value. Needless to say that firms which engage in customer retention are always

increasing their firm value. Sadly, most SMEs in Zambia are not in the business of retaining existing customers. They have a misconception that customers will return when they need their products. In addition feedback from customers is not taken as input in their business but rather as problematic customer reaction. This is a clear indication that most SMEs fail to distinguish marketing from relationship marketing. That said, what is the difference?

Marketing consist a series of steps orchestrated to win the attention of ideal customer and satisfying them while relationship marketing focuses on retaining and enhancing relationship with customers through developing customer centric processes. The customer must be at the Center of the processes being developed by SMEs which include how to buy, delivery of product, pricing methods, display of goods, employment of staff etc. There must be active intention and action to continuously learn about customers. SMEs need to engage in the relationship process (Fig 1).

RELATIONSHIP PROCESS

1. Learn about customer	2. Add Knowledge	3. Use knowledge for differentiation	4. Customize using marketing mix
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Fig 1: Customer relationship process

The relationship process in itself is a strategy capable of transforming SMEs into large enterprises. It certainly brings life to a business. It can be used as medication to cure/prevent SMEs from passive customer retention. As depicted in Fig 1, SMEs must engage in learning about their customers through customer interactions. Every interaction with the customer must be meaningful and rewarding. The interaction must provide actionable insight and knowledge on the needs of customers and their expectations. The business has the privilege to collect as much information as possible about the customer eliciting creation and compilation of a detailed customer database. Customer information such as purchases, satisfaction, values, buying



and spending patterns, rationality must be known. There are very few SMEs with customer database with most of them having absurd reasons for not developing one. This is critical to every business with or without a computer. The database facilitates for customer differentiation and provides useful clues for you to add knowledge about your customers. How well do you know your customers? Your answer to the question is a revelation of where your business stands in terms of being on the right track or not.

Every customer to a business is distinct and special. The mistake SMEs make is thinking all their customers have same needs. That is the thinking of SMEs that have not taken time to know their customers and it leads them to the business exit gate. The information about customers must aid you to differentiate the customers you have so as to create ideal packages giving ultimate customer satisfaction. This greatly helps in the customization of the marketing mix 4Ps (Product, Place, Price, Promotion for goods) or 7Ps (Product, Place, Price, Promotion, People, Process, Physical evidence for services). For instance a SME operating as a restaurant may find that there are customers that need to eat from the business operation premises; some require delivery at their respective offices, another group need delivery for their children at school while others need it home. Instead of continuously selling the food on their premises only, the business needs to respond to the customers as they so require otherwise customers may only buy when it is convenient for them. Responding to customer information builds long lasting relationships with customers, thereby adding to the value of the firm.

The going concern standard of a business is ardently supported by relationship marketing. Profit margin, cost of capital and customer retention are fundamental to every business, yet customer retention adds the highest firm value. A customer that is happy will share with 5-7 people but a customer unsatisfied will share with 10-15 people. That is why firms easily die when they don't satisfy their customers but grow magnificently when satisfying and retaining customers. Customers above all need a relationship with a business. They have invested their hope and trust to get the best from the business, thus knowledge about customers is critical. Even in real life strangers rarely come back because we do not have a relationship with them. Contrast to this we can predict the coming back of those we have a relationship with because we know more about them. A wife can make

her husband who did not want to come back at the time due to her offering of his special meals. When two people are in a relationship they feel like seeing each other every day. That is the power of relationships. Even in business SMEs can retain customers and even predict their coming with their offering and this requires knowing more about the customer.

In conclusion, SMEs need a relationship with customers while committedly adhering to the basic principles of relationships. The most pertinent principles being know your customer, act on your knowledge to suit your customer (customization) and stick to knowing your customer more as change is the only constant thing in life. An old adage states that it is folly to keep doing the same thing yet expecting different results. With that said, SMEs must engage this missing strategy of relationship marketing and experience sustainable business flourishing with satisfied customers. Relationship marketing is the way to go for SMEs. This strategy is meant to serve and provide value to both SMEs and customers.

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information from

EDUCATION AND EXAMINATION DESK

NOTICE TO STUDENTS



As we draw close to the December 2017 examinations session, ZICA wishes to inform you and warn all candidates sitting for the 2017 December ZICA examinations not to involve themselves in Examinations Malpractices. The implication of being involved in examinations malpractice will lead to virtually loss of your intended acquisition of the qualification that you so desire to achieve. Outlined below are some of the consequences of examination malpractices and penalties.

TYPES OF MALPRACTICE	DESCRIPTION OF MALPRACTICE	PENALTIES
PREMEDITATED CHEATING	Smuggling of unauthorized materials in the examination room, for instance pre-prepared answers, notes, electronic devices etc.	Nullify all the results for the affected candidate. In addition, candidate barred from writing ZICA examinations for a period not exceeding two (2) years.
	Impersonation - cases where someone else writes an examination on behalf of the candidate.	Nullify all the results for the affected candidate and the impersonator and affected candidate should immediately be reported to Police for further proceedings. In addition, the affected candidate barred from writing ZICA examinations for a period not exceeding two (2) years.
	Where a candidate is being assisted by someone in the institution to write an examination.	Nullify all the results. In addition, the candidate barred from writing ZICA examinations for a period not exceeding two (2) years.
	Where a candidate submits two answer scripts with different hand writing	Nullify all the results. In addition, the candidate barred from writing ZICA examinations for a period not exceeding two (2) years.
	Where a candidate submits two answer scripts with same hand writing	Give the candidate the lowest mark from the two scripts
COPYING	Where one candidate copies from the other candidate in one subject/paper without the knowledge of the originator	Nullify the results in the affected subjects for the culprit
	Where one candidate copies from the originator who is not necessarily in collusion but is culpably negligent.	Nullify results for both in the affected subject.
COLLUSION	Where two candidates connive to copy from each other in one subject/paper	Nullify results in the affected subjects for both candidates
	Where two candidates have copied from each other in more than one subject/paper	Nullify results in all subjects for the affected candidates
	Where one candidate copies from the originator who is in collusion	Nullify results in all subjects by the affected candidate

TYPES OF MALPRACTICE	DESCRIPTION OF MALPRACTICE	PENALTIES
WIDESPREAD CHEATING	Where all candidates or a group of candidates at an examinations centre have similar answers	<p>In all cases:</p> <ul style="list-style-type: none"> • The first time – nullify results for all candidates in the affected subjects and warn the centre • The second time – nullify results for all candidates in the affected subjects and suspend the centre • The third time – nullify results for all candidates in the affected subjects and close the centre
PRIOR KNOWLEDGE OR LEAKAGE	Candidates having access to question papers prior to examination	Nullify all the results and candidate barred from writing ZiCA examinations for a period not exceeding two (2) years
SUBSTITUTION	Where a candidate or someone else removes from the script envelope the work originally submitted by the candidate and replaces it with work done by the candidate or another person inside or outside the examination room, during or after the period of the examination.	Nullify all the results and candidate barred from writing ZiCA examinations for a period not exceeding two (2) years
MISCONDUCT	Writing false personal details on the examination answer booklet	Nullify the results in the affected subject and caution the candidate
	Use of abusive language - where the candidate write insults to the examining body, to the lecturers, to the markers, etc.	Caution the candidate

Good Luck In Your Exams

ZAMBIA INSTITUTE OF CHARTERED ACCOUNTANTS DECEMBER 2017 EXAMINATION TIME TABLE

CA ZAMBIA PROGRAMME

11TH TO 15TH DECEMBER 2017

DATE	MORNING (09:00 - 12:00)	AFTERNOON (14:00 - 17:00)
Monday 11 th Dec	1.1 – Financial Accounting 2.1 – Financial Reporting 3.1 – Advanced Financial Reporting	1.5– Management Theory and Practice
Tuesday 12 th Dec	2.2– Management Accounting 3.5 – Advanced Management Accounting	1.3 – Business Economics
Wednesday 13 th Dec	1.2 – Business Statistics 3.3 – Strategic Business Analysis	1.6 – Business Communication
Thursday 14 th Dec	2.3 – Auditing Principles and Practice 3.2 – Advanced Audit & Assurance 3.7 – Public Sector Audits and Assurance	2.4 - Taxation 3.4 – Advanced Taxation
Friday 15 th Dec	2.5 –Financial Management 3.6 –Advanced Financial Management 3.8 – Public Sector Financial Management	1.4 – Commercial and Corporate Law

DIPLOMA IN ACCOUNTANCY PROGRAMME

11TH TO 15TH DECEMBER 2017

DATE	MORNING (09:00 - 12:00)	AFTERNOON (14:00 - 17:00)
Monday 11 th Dec	DA1 – Financial Accounting DA8 – Financial Reporting	DA7 – Principles of Management
Tuesday 12 th Dec	DA5 – Cost Accounting DA9 – Management Accounting	DA3 – Business Economics
Wednesday 13 th Dec	DA2- Quantitative Analysis	DA4 - Information Technology and Communication
Thursday 14 th Dec	DA11 – Principles of Auditing	DA10 – Taxation
Friday 15 th Dec	DA6 – Business Law	DA12 – Governance and Corporate Law

ZAMBIA INSTITUTE OF CHARTERED ACCOUNTANTS DECEMBER 2017 EXAMINATION TIME TABLE

TAXATION PROGRAMME

11TH TO 15TH DECEMBER 2017

DATE	MORNING (09:00 - 12:00)	AFTERNOON (14:00 - 17:00)
Monday 11 th Dec	C3 – Accounting for Tax Practitioners	C1 – Business Management D6 – Tax Audit and Investigations
Tuesday 12 th Dec	D4 – Personal Taxation	C2 – Economics & Financial Mathematics
Wednesday 13 th Dec	C4 – Direct Taxes D3- Business Taxation	D1- Business Information Management
Thursday 14 th Dec	D5 – International Taxation	C5 – Indirect Taxes
Friday 15 th Dec	D2 – Financial management	C6 – Law for Tax Practitioners

DIPLOMA PUBLIC SECTOR FINANCIAL MANAGEMENT

11TH TO 15TH DECEMBER 2017

DATE	MORNING (09:00 - 12:00)	AFTERNOON (14:00 - 17:00)
Monday 11 th Dec	PFM1 – Public Sector Accounting PFM6 – Financial Reporting Framework for Public Sector Entities	
Tuesday 12 th Dec		PFM3 – Governance and Management in the Public Sector
Wednesday 13 th Dec		
Thursday 14 th Dec	PFM5 – Public Sector Audits	
Friday 15 th Dec	PFM4 – Public Sector Financial Management	PFM2 – Legal Aspects of Public Sector Finance and Administration