

## **P01: POLICIES RELATING TO THE ACCREDITATION OF TRAINING OFFICES**

**THIS DOCUMENT MUST BE READ IN CONJUNCTION WITH THE FOLLOWING ICAZ  
DOCUMENTS:**

- **AM01: ACCREDITATION MANUAL FOR PROSPECTIVE TRAINING OFFICES**
- **TR10: ICAZ TRAINING REGULATIONS**

## 1. INTRODUCTION

### 1.1. Definitions

“**accreditation and monitoring team (AMT)**” is a subcommittee of EC and assists EC in discharging its duty to ensure that persons who qualify to be registered as CAs(Z), receive the necessary levels of technical competence and professional characteristics;

“**accreditation criteria**” mean a set of requirements with which an organisation has to comply before it can be accredited as a training office;

“**branch**” means an office that forms part of a group training office and where trainees may be deployed;

“**CA(Z)**” means a Chartered Accountant (Zimbabwe) who is registered as such with ICAZ;

“**core experience hours**” refers to all time spent by a trainee on work or activities related to the prescribed compulsory, elective and residual competencies;

“**EC**” means the Education Committee of ICAZ and includes its subcommittees;

“**elective, residual and compulsory skills**” means the skills prescribed by ICAZ in terms of the CA(Z) Training Programme;

“**follow-up visit**” is a visit to a training office to determine if the shortcomings identified during the re-accreditation visit have been addressed;

“**group training office**” refers to the head office and branches which are collectively accredited;

“**head office**” refers to the entity of a group training office where the trainees of that group training office are employed;

“**PAAB**” means the Public Accountants and Auditors Board established in terms of the *Public Accountants and Auditors Act (27:12)*;

“**notify**” means to communicate with ICAZ in writing using the method or procedure as required by the particular regulation;

“**pre-accreditation visit**” is a site visit conducted to a prospective training office to establish the extent to which the training office meets the ICAZ accreditation criteria;

“**re-accreditation visit**” means a routine site visit to a training office to establish the extent to which the training office meets the ICAZ accreditation criteria;

“**registered assessor**” means a CA(Z) who has met the requirements as determined by EC for registration as an assessor, and a training office is required to maintain a minimum ratio of 1 registered assessor for every 12 trainees;

“**registered public auditor**” (RPA) means an individual or firm registered as an auditor with the PAAB;

“**ICAZ**” means The Institute of Chartered Accountants of Zimbabwe;

“**stand-alone training office**” refers to a head office or a branch which has been separately accredited as a training office;

“**trainee accountant (trainee)**” means a person who is employed by a training office and who is serving under a training contract;

“**training**” includes workplace-based activities and simulations aimed at developing a trainee’s competence in relation to the prescribed competencies;

“**training office**” means an accredited training office whether within or outside the borders of Zimbabwe, and refers to an organisation in commerce and industry or public practice or the public sector that is approved by and registered with ICAZ as an organisation where prospective CAs may be trained;

“**training officer**” means a person who is a member of ICAZ and who is responsible for performing the functions and duties ascribed to a training officer in terms of these regulations; and

“**training requirements**” means the technical and professional skills requirements as prescribed by ICAZ for the TIPP or TOPP programmes, or the compulsory, elective and residual skills areas prescribed for training contracts entered into on or after 1 January 2012;

“**work attendance hours**” means the hours of work as defined in a trainee’s employment contract.

## 1.2. ICAZ vision and mission statement

ICAZ’s **vision** is “To be the pre-eminent professional body in the development and promotion of accountancy, assurance and advisory services, business and good governance practices.”

## 1.3. The Chartered Accountant (Z): at entry point to the profession

ICAZ is widely regarded as the pre-eminent professional accounting body in Zimbabwe and the CA(Z) as the top professional accounting designation. The reputation of the CA(Z) is excellent beyond the borders of Zimbabwe and ranks with the most highly regarded worldwide. ICAZ is accredited by the Public Accountants and Auditors Board (PAAB) which enables registration as a Registered Public Auditor (RPA) for those ICAZ members with the appropriate auditing training.

ICAZ’s objective is to retain and cement the pre-eminence of its qualification. In attending to this objective ICAZ has identified “**leadership**” as one of the fundamental attributes of a CA(Z). ICAZ believes that a CA(Z) should be capable of being a leader in any environment in which the CA(Z) functions.

ICAZ’s vision of the CA(Z) as a leader has important implications for the competencies included in the training programme. **A CA(Z) is a leader with a very specific background in professional accountancy.** This implies that, on entering the profession, a CA(Z) should have the full range of technical competencies of a professional accountant and also those which will enable the development of leadership qualities.

Leadership ability is unlikely to result only from the pre-qualification programmes of education and training. It is vital, however, that pre-qualification programmes equip the candidate with competencies which, when complemented by post-qualification experience and development, ensure the growth and acquisition of leadership ability. Therefore, the training programme emphasises those pre-qualification competencies which provide a foundation for the acquisition of leadership ability after entry to the profession.

It is recognised that growth and acquisition of competencies after entry to the profession (post-qualification) are not limited to leadership ability but is likely to occur in many spheres of competence. Competence will be developed in areas which relate to the particular field in which the CA(Z) is generally active after entering the profession. In order for these competencies to be effectively and appropriately developed it is of the utmost importance that the CA(Z) has the fundamental competencies which foster **life-long learning**.

It will be clear from the above that ICAZ’s vision of a leader implies that the CA(Z) also possesses the business and entrepreneurial skills which make effective leadership in the business context possible.

The business and entrepreneurial skills which make effective leadership in the business context possible, are unlikely to result only from the pre-qualification programmes of education and training. It is, however, the intention that the pre-qualification programmes equip the candidate with competencies which, when complemented by post-qualification experience and development, ensure the growth and acquisition of entrepreneurial ability. Thus the training programme emphasises those pre-qualification competencies which provide a foundation for the acquisition of business leadership and entrepreneurial ability after entry to the profession.

## **2. THE ICAZ TRAINING PROGRAMME**

2.1. In order to ensure that the CA(Z) qualification retains its status and credibility, ICAZ has to fulfil the following responsibilities in relation to the CA(Z) Training Programme:

- Ensure that prospective Chartered Accountants in Zimbabwe receive a well-rounded training;
- Ensure that the required competence is obtained through the application of theoretical knowledge to practical skills under the direction and supervision of experienced, qualified members; and
- Ensure that prospective Chartered Accountants in Zimbabwe have an appreciation of the contemporary business environment and are equipped with the skills required to perform a wide variety of roles and activities.

2.2. The ICAZ training programme is essential to the maintenance of the status of the CA(Z) qualification because it -

- provides trainees with an opportunity to integrate and apply their theoretical (academic) knowledge in a practical, real-life environment, and
- creates a platform for trainees to develop a base of technical and professional skills, from which they can build the professional development required for their future careers as CAs(Z).

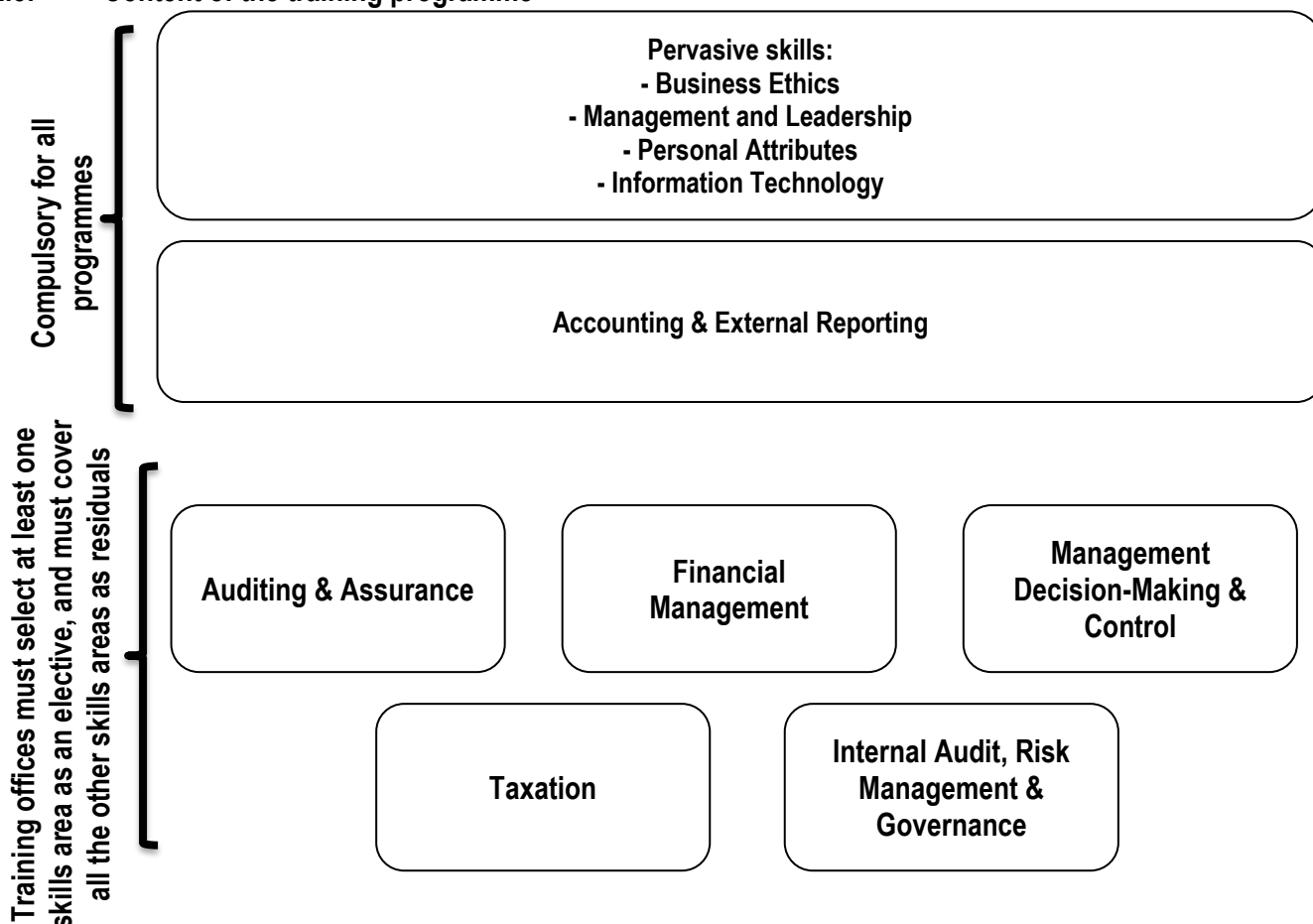
2.3. The training programme is characterised by the following features:

- The training programme is rigorous and allow for the selection of people with high intellectual ability and the ability to apply themselves;
- Competencies are defined to deliver ONE CA(Z); and
- The training programme includes an increased focus on professional values, ethics and business acumen.
- Irrespective of whether the trainee completes his training in public practice, commerce and industry or the public sector, he must gain exposure and achieve competence in all the skills areas listed below. However, the range and depth of his exposure will be determined by the nature, industry and business model of the training office.

2.4. Structure of the training programme



2.5. Content of the training programme



## **2.6. Main features of the training programme:**

The main features of the training programme are as follows:

- Flexibility to allow for areas of focus in the training programme
- Flexibility to allow for broad exposure to a variety of areas
- Emphasis on the professional skills and accounting and external reporting

All trainees are required to gain exposure and achieve competence in all the skills areas, but to varying degrees of complexity. The depth and breadth of a trainee's exposure will be determined by the nature, industry and business model of the training office.

In order to accommodate the unique circumstances of each training office, whether in public practice, commerce and industry or the public sector, a training office is able to structure its training programme to meet its needs, within the following parameters.

In line with the principle of a competence-based training programme, there are no minimum time prescriptions for any of the skills areas.

## **3. ICAZ'S APPROACH TO ACCREDITATION**

### **3.1. The role of training and experience**

In the context of the ICAZ training programme, training is defined as including workplace-based activities for developing an individual's competence to perform tasks relevant to the role of a CA(Z).

Training may be undertaken while performing actual tasks (on-the-job training) or indirectly through instruction or workplace simulation (off-the-job training). In both cases training is conducted within the context of the workplace, with reference to the specific roles or tasks performed by CAs(Z). As such, it can include any activity purposefully designed to improve the ability of an individual to fulfil the practical experience requirements for qualification as a chartered accountant.

Workplace training and experience must complement the formal education programme and should form a basis for career development.

It is in the interests of all concerned — the trainee, the training officer and the profession — that the period of training should be used effectively, with the trainee gaining range and depth of experience at progressive levels of responsibility.

A requirement for a successful workplace training and experience programme is therefore that it must provide practical experience and training that complement the education programme through the integrated application of the prescribed technical body of knowledge, skills and professional values.

### **3.2. Accreditation as a training office**

The main objective of accrediting a training office is to allow that office to train prospective CAs(Z).

EC will consider and determine –

- whether or not to accredit an organisation that has applied for accreditation;
- the accreditation status, that is the duration of the accreditation of the training office;
- the accreditation allocation, that is, the number of trainee accountants that may be engaged in a training office at any given time;
- the elective(s) that the training office may offer;

- whether or not to increase the number of trainee accountants if so requested by a training office on the prescribed form.

#### **IN ORDER TO BE ACCREDITED, THE TRAINING OFFICE MUST –**

- **FULFIL THE CRITERIA FOR ACCREDITATION AS PRESCRIBED BY EC FROM TIME TO TIME;**
- **APPLY SEPARATELY FOR ACCREDITATION FOR EACH ELECTIVE THAT THE TRAINING OFFICE WOULD LIKE TO OFFER; AND**
- **COMPLY WITH ALL THE PROVISIONS OF THE TRAINING REGULATIONS RELATING TO ACCREDITATION.**

The accreditation of a training office is valid for a specific period based on the rating achieved when accredited for the first time or during the most recent re-accreditation visit, and continued accreditation is dependent on the office demonstrating, to EC's satisfaction, through a process of re-accreditation site visits, that it continues to meet the accreditation criteria.

The most important criterion for accreditation is the ability to deliver the appropriate range, depth and quality of training and experience. No organisation will be excluded from accreditation solely on the grounds of size or sector.

A training office (whether prospective or currently accredited) must demonstrate a commitment to provide training for prospective CAs(Z) and should provide adequate training structures/facilities.

Features of a suitable environment will include —

- A setting that is clearly conducive to the training of CAs(Z);
- A clearly defined policy for keeping staff up to date with developments in the profession (e.g. a commitment to continuing professional development);
- CAs(Z) who are capable and willing to act as assessors and/or training officers;

In order to become or to remain accredited, an organisation must demonstrate an ability to provide trainees with -

- training and experience relating to the prescribed competencies;
- non-repetitive experience of increasing range (variety) and depth (complexity);
- an opportunity to acquire an understanding of the ethical dimension of the profession;
- continuing quality monitoring and supervision, especially adequate time for on-the-job training;
- regular monitoring of their practical experience, including procedures to ensure the effective assessment of each trainee's competence; and
- appropriate non-financial support to encourage academic progress.

A training office can apply to be accredited either as a stand-alone training office or as a head office with its branches (a group training office). The following provisions apply to group training offices:

- One office must be designated as the head office;
- The training officer and the trainees must be employed by the same entity which is the head office for purposes of the training programme and the training officer must accept responsibility for all the trainees registered to the head office;
- In order for trainees to be deployed at a branch office of a group training office, the prescribed ratio of registered assessors to trainees must be maintained at that branch;
- The head office and each branch of the group training office where trainees are deployed will be subject to the applicable re-accreditation site visit; and
- The training officer must personally be present at each branch during the course of the re-accreditation site visit.

Accreditation of a training office is not an assurance that it is achieving the required standard of delivery of the training programme. Instead, by accrediting a training office, ICAZ confirms that the organisation, for the period of accreditation, has put in place the appropriate resources and structures that, if utilised effectively, should enable it to deliver the workplace training and experience programme at the standards and levels of quality as prescribed by ICAZ.

The accreditation process is a partnership between the training office and ICAZ, and as such requires effective cooperation between the office and ICAZ. The quality of the experience and training offered by the organisation (i.e. the extent to which it meets ICAZ's standards) is, however, the sole responsibility of the organisation. ICAZ's responsibility is to monitor the extent to which the training office meets ICAZ's standards, and to issue a conclusion in this regard.

## **4. PROCEDURES FOR THE ACCREDITATION AND MONITORING OF ICAZ TRAINING OFFICES**

### **4.1. Principles**

#### **Effectiveness**

- Ensure accreditation criteria can be complied with and are enforced
- Provide comprehensive and constructive feedback to training officers, acknowledging areas of best practice
- Aim for greatest level of compliance without excessive enforcement procedures
- Ensure appropriate communication of findings and learning points to improve overall compliance

#### **Proportionality**

- Regulate in a proportionate way based on levels of risk
- Develop regulations considering the burden of and penalties for compliance

#### **Fairness**

- Ensure all regulatory procedures are fair

#### **Consistency**

- Consistency in monitoring and disciplinary procedures and action

#### **Transparency**

- Ensure regulatory procedures and processes are documented clearly and policies are publicly available

#### **Accountability**

- Ensure accreditation decisions can be justified

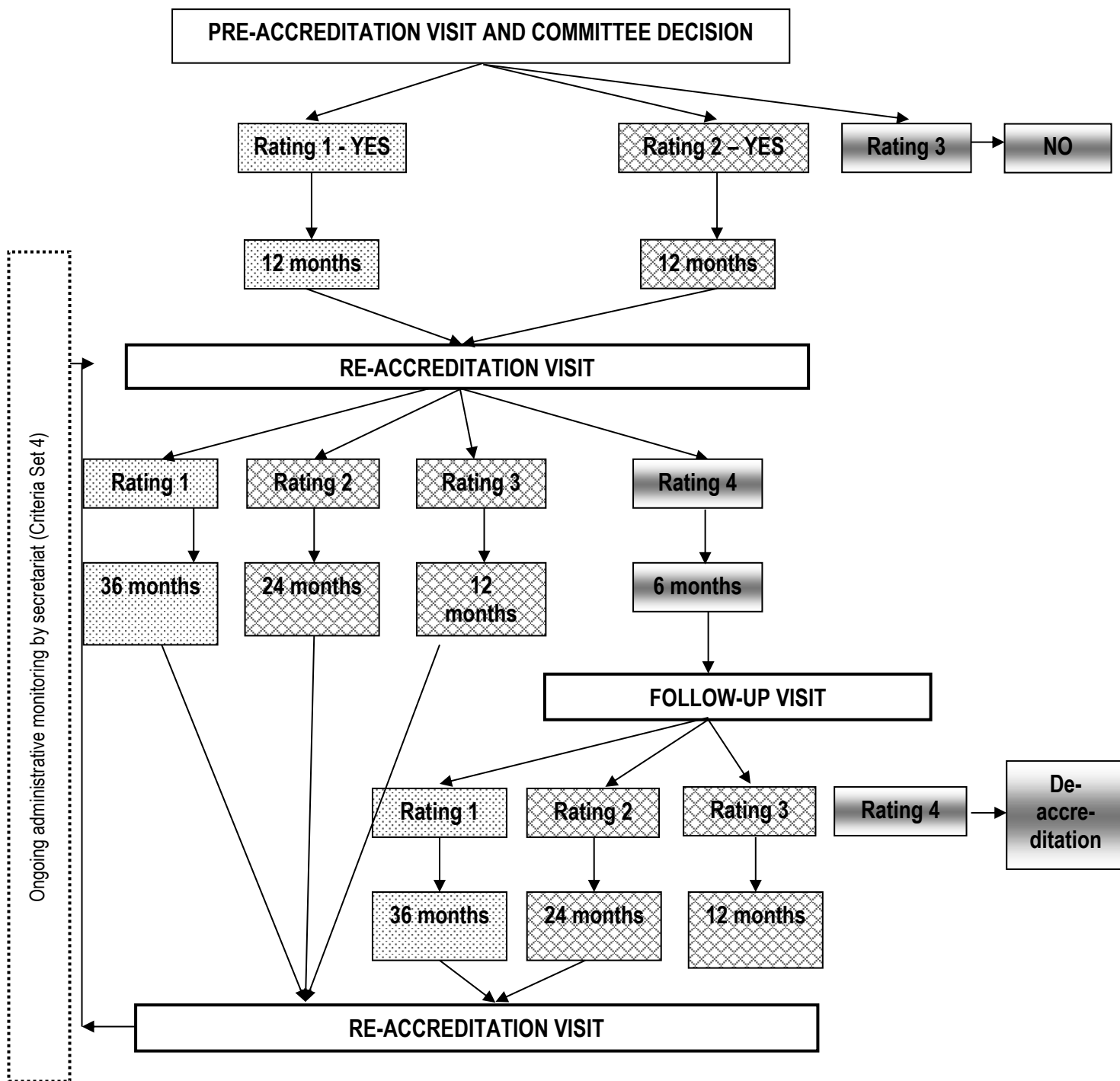


## 4.2. Rating scales and accreditation periods

<b>RATING SCALE</b>	<b>ACCREDITATION PERIOD</b>
<b>1</b> (meets the requirements)	36 months from the date on which the visit report was moderated by the AMT
<b>2</b> (does not meet a significant requirement)	24 months from the date on which the visit report was moderated by the AMT – then follow-up visit
<b>3</b> (does not meet a significant number of requirements OR does not meet a number of significant requirements)	12 months from the date on which the visit report was moderated by the AMT – then follow-up visit
<b>4</b> (does not meet the requirements)	<ul style="list-style-type: none"><li>• For initial application for accreditation - not accredited</li><li>• For re-accreditation visits accreditation for 6 months - then follow-up visit</li></ul>

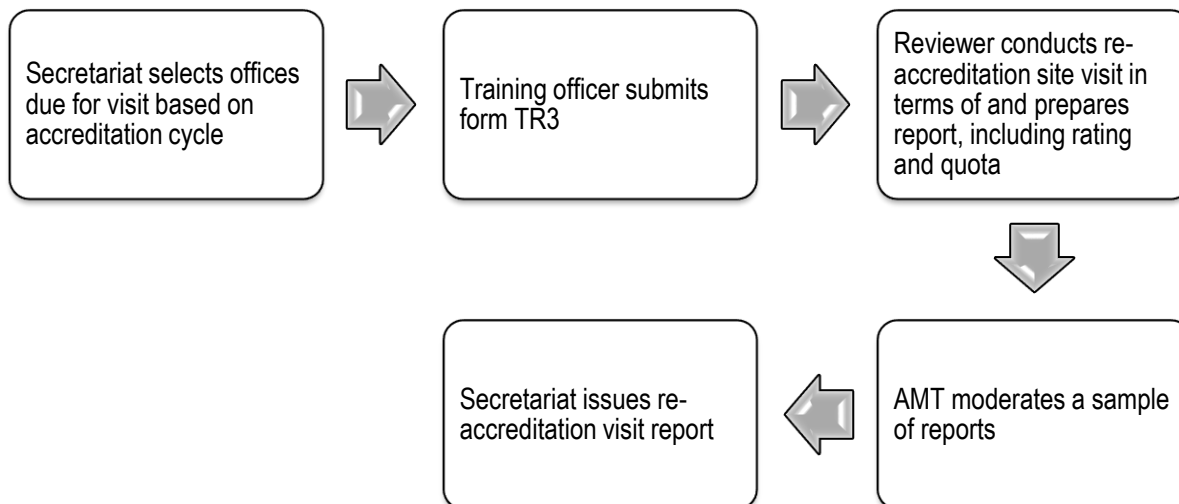
Note: In the case of rating 4: Only one follow-up visit to be conducted, then de-accreditation if rating of 1, 2 or 3 still not achieved

4.3. Initial Accreditation and re-accreditation cycle



#### 4.4. Retention of accreditation

##### Re-accreditation process



##### De-accreditation

###### Possible grounds for de-accreditation:

- Achievement of an overall rating of “4” in two successive re-accreditation visits;
- Failure to participate in re-accreditation activities (refusal or failure to confirm/receive visits);
- Failure to comply with training regulations; and
- Failure to pay training office and training contract-related fees.

All de-accreditation decisions are taken by the Accreditation and Monitoring Subcommittee of EC, on submission of motivation and supporting documents from the Secretariat.

De-accredited training offices can lodge an appeal against the de-accreditation decision with the EC. If the EC denies the appeal, and the de-accredited training office is aggrieved by this decision, they can appeal to Council. The decision by Council is final and binding.

Should a previously de-accredited training office wish to participate in the ICAZ training programme, the normal application process will be followed.

## 5. ACCREDITATION CRITERIA

### 5.1. Categories of criteria

<b>CATEGORY A – Operating compliance</b>
<b>CATEGORY B – The training environment</b> The training office must have appropriate physical, human and financial resources and procedures to provide an environment conducive to quality training and experience
<b>CATEGORY C – The training experience and development programme</b> The training office must offer a combination of the full spectrum of accountancy work, so that trainees can obtain training and experience relating to the prescribed competencies
<b>CATEGORY D – Competence assessment</b> The training office must have procedures in place to ensure regular monitoring of trainees' practical experience, including procedures to ensure effective, regular and constructive assessment of each trainee's competence

## 5.2. The accreditation criteria

### CATEGORY A – OPERATING COMPLIANCE

CAT	NO	CRITERIA	INDICATORS
A	1	The training office must be an appropriate legal entity	N/A
A	2	The training office must be tax compliant	N/A
A	3	The training office must with the relevant Laws and Regulations of Zimbabwe	N/A
A	4	The training office must comply with Occupational Health and Safety Regulations	N/A
A	5	The training office must be a going concern	N/A
A	6	The training office must comply with the Basic Conditions of Employment and the Labour Act, as applicable	<p>All trainees have received a document containing at least the following information:</p> <p><b>Employer's and trainee's details</b></p> <ul style="list-style-type: none"> <li>• Employer's full name</li> <li>• Employer's address</li> <li>• Learner's name and</li> </ul> <p>Information about the provisions of the Training Contract</p> <p><b>Employment details</b></p> <ul style="list-style-type: none"> <li>• Place/s of work</li> <li>• Date of employment</li> <li>• Working hours and days of work</li> <li>• The date when a trainee's employment will end.</li> </ul> <p><b>Payment details</b></p> <ul style="list-style-type: none"> <li>• Pay or the rate and method of calculating pay</li> <li>• Rate for overtime</li> <li>• Any other cash payments</li> <li>• Any payments in kind and their value</li> <li>• Frequency of payment</li> <li>• Any deductions</li> </ul> <p><b>Leave details</b></p> <ul style="list-style-type: none"> <li>• Any leave to which the trainee is entitled</li> </ul> <p><b>Notice/Contract period</b></p> <ul style="list-style-type: none"> <li>• Period of notice required, or</li> <li>• Duration of training contract</li> </ul> <p>The Employment contract must be</p> <ul style="list-style-type: none"> <li>• in writing and be signed by the employer and the trainee;</li> <li>• concluded when the trainee commences employment;</li> <li>• updated if any of the details change;</li> <li>• kept by the employer for a period of three years after the termination or completion of the training contract</li> </ul> <p>The trainee must be supplied with a copy of the contract of employment.</p>

**CATEGORY B – THE TRAINING ENVIRONMENT: The training office must have appropriate physical, human and financial resources and procedures to provide an environment conducive to quality training and experience**

CAT	NO	CRITERIA	INDICATORS
B	1	The premises of the training office must be professional in appearance	N/A
B	2	a. The training office must have formally documented policies setting out, inter alia, the following: (i) The responsibilities of the training officer and the trainee accountants; (ii) The responsibilities of staff members who supervise trainees; and (iii) The reporting lines of trainee accountants. b. The training office must formally communicate these policies to all trainee accountants	Policy document exists, has been communicated to trainees and is available to trainees
B	3	Each trainee must have a reasonable opportunity to achieve the prescribed competencies relating to IT	Trainees will have access to sufficient and appropriate information technology to enable them to meet ICAZ's prescribed competencies in respect of IT.
B	4	The training officer must be a CA(Z) and a Registered Assessor	N/A
B	5	In the case of training offices offering Auditing and Assurance as an elective, the training officer must be registered with the PAAB as an RPA. In the case of other electives, the training officer must be registered with the applicable regulators	N/A
B	6	The training officer must enjoy the full support of the executive management of the training office. There must accordingly be direct reporting lines between the training officer and executive management	The training officer should be sufficiently senior to be able to enforce the provisions and requirements of the Training Regulations within the training office
B	7	The training officer must, on behalf of the training office, accept responsibility for all the trainee accountants	(i) Trainees, reviewers, managers and assessors involved in the training programme should have reasonable access to the training officer (ii) The training officer should be involved in all aspects of the training programme
B	8	Each trainee must be appropriately supervised	The training officer must ensure that each trainee will be supervised by appropriately experienced persons who are technically competent and who understand their responsibility towards developing the prescribed competencies of the trainees assigned to them.
B	9	The training programme must be effectively and efficiently administered	The training office must have adequate administrative resources to ensure the efficient and effective administration of the trainees' training programme and training contracts, including the timeous lodgement of documents and fees with ICAZ
B	10	Adequate funds must be allocated to the training programme	The training office must allocate sufficient resources (including financial resources) for purposes of training and development and the payment of fees to ICAZ and, where applicable, PAAB

CAT	NO	CRITERIA	INDICATORS
B	11	The trainee, training officer and training office administrator must have a working knowledge of the ICAZ Training Regulations and trainees must have access to the Training Regulations.	<p>The training officer has communicated the Training Regulations to trainee accountants and training office administrators, in particular the regulations relating to the following:</p> <ul style="list-style-type: none"> <li>• Academic progress</li> <li>• Recognition of prior learning (RPL)</li> <li>• Academic remissions, and</li> <li>• Discharges</li> </ul> <p>The training officer has ensured that the Training Regulations are readily available.</p>

**CATEGORY C – THE TRAINING EXPERIENCE AND DEVELOPMENT PROGRAMME: The training office must offer a combination of the full spectrum of accountancy work, so that trainees can obtain training and experience relating to the prescribed competencies**

CAT	NO	CRITERIA	INDICATORS
C	1	Each trainee must receive a formal induction programme within six months after the start date of the training contract	All trainees receive an induction (either face-to-face or electronic) that will assist them to – <ul style="list-style-type: none"> <li>• understand the need to develop the correct professional attitude to their traineeship;</li> <li>• be aware of the different roles of ICAZ and PAAB;</li> <li>• understand the CA(Z) Training Programme;</li> <li>• understand prescribed competencies for the CA(Z) Training Programme;</li> <li>• be aware of the responsibilities of training officers for planning and monitoring the skills development of trainee accountants;</li> <li>• be aware of their personal responsibilities with regard to their own skills development and assessment; and</li> <li>• identify developmental needs during regular appraisals; and</li> <li>• understand ICAZ’s assessment process</li> </ul>
C	2	Each trainee must be given a reasonable opportunity to gain the prescribed competencies	The training office must be able to provide non-repetitive experience of the necessary range and depth in the prescribed tasks and competencies
C	3	Each trainee must have a reasonable opportunity to achieve the prescribed core experience and work attendance hours over the term of the training contract	The training office must have a system of record keeping that will indicate the time spent by trainees on tasks relevant to the prescribed competencies, and the work performed in respect of these tasks
C	4	Practical, on-the-job experience must constitute the most significant portion of the trainee’s learning experience.	Simulations may not constitute more than 20% of the total number of competencies
C	5	Simulations related to the prescribed competencies must include an assessment of the trainee’s competence in the competencies covered in the simulation	Trainees are assessed on the competencies covered in the simulation
C	6	The trainee must be encouraged to develop an awareness of the importance of life-long learning	Trainees must be made aware of the importance of remaining technically competent throughout professional life and must be provided with opportunities to remain up to date



**CATEGORY D – COMPETENCE ASSESSMENT: The training office must have procedures in place to ensure regular monitoring of trainees’ practical experience, including procedures to ensure effective, regular and constructive assessment of each trainee’s competence**

CAT	NO	CRITERIA	INDICATORS
D	1	The training officer must ensure that the assessment process, as prescribed by ICAZ, takes place	The training office ensures that the processes and procedures as prescribed by ICAZ take place
D	2	The training officer must take steps to ensure that trainees, evaluators, reviewers and assessors understand – (i) the assessment process and document; (ii) the prescribed competencies and tasks ; and (iii) the assessment appeals process.	<ul style="list-style-type: none"> <li>• Policy document exists and has been communicated to trainees, evaluators, reviewers and assessors</li> <li>• Trainees, reviewers and evaluators have received formal instruction/training on the               <ul style="list-style-type: none"> <li>○ Assessment policy</li> <li>○ The prescribed competencies,</li> <li>○ the assessment process and documents, and</li> <li>○ the assessment appeals process</li> </ul> </li> </ul>
D	3	The training officer must evaluate the effectiveness and fairness of reviewers, evaluators and assessors	The training officer regularly evaluates the effectiveness, timeousness, fairness and consistency of reviewers, evaluators and assessors
D	4	The training office must have procedures in place to adjudicate in instances where trainees and reviewers , evaluators or assessors cannot reach agreement on a rating for an outcome	Documented procedures are in place and have been implemented
D	5	The training office must have an appropriate ratio of ICAZ registered assessors to trainees (minimum of 1 assessor per 12 trainees)	The training office ensures that ratio of 12 trainees to 1 ICAZ registered assessor is maintained

## 6. PRESCRIBED TECHNICAL AND PROFESSIONAL COMPETENCIES

### COMPULSORY SKILLS

Trainees are required to perform the prescribed tasks to a level 4 proficiency, i.e. they should be capable of performing the task with no intervention

### ACCOUNTING AND EXTERNAL REPORTING

Entities recognise, measure and report on their performance. The reports generated are for a variety of users and can be financial or non-financial in nature. Examples include divisional financial statements (internal), balanced scorecard reporting (internal), general-purpose financial statements (external) and components of the Management Discussion and Analysis contained in the annual report (external). Entities report information to their various stakeholders in order to meet their stewardship requirements and to fulfil stakeholders' needs.

The primary role in this competency area will be as part of a team that is competent in understanding an entity's reporting requirements and the importance of providing relevant, accurate and complete information in meeting the entity's reporting requirements. The team has a thorough knowledge of generally accepted accounting practice, their application in IFRS and a thorough understanding of when and how to apply them.

COMPETENCY		TASKS TO BE PERFORMED	
AE(C)1	<b>Selects appropriate accounting frameworks and policies</b>	AE(C)1.1	Based on the entity's financial reporting needs and the stakeholders identified, decides on the appropriate accounting framework
		AE(C)1.2	Selects or evaluates accounting policies within the appropriate accounting framework that most fairly present the financial situation
		AE(C)1.3	Develops or evaluates accounting policies in accordance with the accounting framework
AE(C)2	<b>Accounts for the entity's transactions, including non-routine transactions</b>	AE(C)2.1	Analyses and calculates, or evaluates the accounting for routine transactions, for example sales, cost of sales, operating expenses, etc.
		AE(C)2.2	Analyses and calculates, or evaluates the accounting for non-routine transactions, for example mergers and acquisitions, divestitures, provisions etc.
		AE(C)2.3	Performs or evaluates reconciliations of financial information (e.g. bank reconciliations, accounts payable reconciliation, general ledger control account reconciliations, reconciliations between management accounts and the general ledger, etc.)
AE(C)3	<b>Prepares or evaluates financial statements and accompanying notes</b>	AE(C)3.1	Prepares or evaluates financial statements in accordance with the identified accounting framework
		AE(C)3.2	Prepares or evaluates notes to the financial statements in accordance with the identified accounting frameworks
		AE(C)3.3	Prepares or evaluates the non-financial information in the annual financial statements, e.g. Directors' Report, Corporate Governance Report, Sustainability Report
AE(C)4	<b>Interprets financial statements</b>	AE(C)4.1	Calculates profitability, efficiency (activity), solvency and liquidity ratios from the financial statements
		AE(C)4.2	Based on the ratios calculated in AE(C)4.1, analyses and explains the financial performance of the business, and provides recommendations from analysis

### BUSINESS ETHICS

COMPETENCY		TASKS TO BE PERFORMED	
BE(C)		BE(C)1	Displays honesty and integrity

<b>Acts ethically and in accordance with the rules of professional conduct</b>	BE(C)2	Carries out work with a desire to exercise due care
	BE(C)3	Maintains objectivity and independence
	BE(C)4	Avoids conflict of interest
	BE(C)5	Protects the confidentiality of information
	BE(C)6	Maintains and enhances the profession's reputation
	BE(C)7	Adheres to the rules of professional conduct, including the ICAZ Code of Professional Conduct
	BE(C)8	Identifies and adequately responds to potential ethical dilemmas
	BE(C)9	Applies ethical principles to business activities, business decisions and policy development

## MANAGEMENT AND LEADERSHIP

COMPETENCY		TASKS TO BE PERFORMED	
<b>ML(C)</b>	<b>Demonstrates an ability to manage and lead</b>	ML(C)1	Keeps abreast of global and local economic events through reading and interpreting the financial and business press
		ML(C)2	Identifies critical factors in the economic, social, legislative, regulatory and political environment that impacts on business and financial decisions of an entity
		ML(C)3	Identifies the factors which impact an entity's financial strategies
		ML(C)4	Applies project management techniques, such as developing milestones, managing resources, meeting deadlines, etc.
		ML(C)5	Leads effective meetings
		ML(C)6	Respects deadlines, manages time and organizes tasks logically
		ML(C)7	Delegates tasks effectively
		ML(C)8	Manages and supervises others effectively
		ML(C)9	Works effectively with colleagues and clients from diverse backgrounds and cultures
		ML(C)10	Collaborates with colleagues and works effectively as a team member
		ML(C)11	Resolves conflict and negotiates appropriate solutions

## PERSONAL ATTRIBUTES

<b>PA(C)</b>	Maintains awareness of new developments, exercises initiative, communicated effectively and strives constantly to add value	PA(C)1	Responds and adapts to change
		PA(C)2	Identifies problems, conducts research, evaluates evidence and makes appropriate decisions
		PA(C)3	Asks appropriate and probing questions to obtain required information
		PA(C)4	Communicates effectively in written format
		PA(C)5	Communicates effectively in verbal format
		PA(C)6	Takes responsibility for own development

## INFORMATION TECHNOLOGY

<b>IT(C)</b>	<b>Uses IT as a means of working more efficiently and effectively</b>	IT(C)1	Effectively uses IT applications including spreadsheets, word processing, presentation and e-mail
		IT(C)2	Effectively uses the internet as a source of information
		IT(C)3	Applies procedures and controls to ensure integrity and security of personal IT resources, e.g. password protection, backup procedures, anti-virus measures, etc
		IT(C)4	Assesses IT risks and how they are managed

## ELECTIVES AND RESIDUALS

Trainees are required to perform the prescribed tasks to a level 4 proficiency, i.e. they should be capable of performing the task with no intervention

## AUDITING AND ASSURANCE

COMPETENCY	TASKS TO BE PERFORMED: ELECTIVE	TASKS TO BE PERFORMED: RESIDUAL
AA(E)1 Performs pre-engagement activities	AA(E)1.1 Identifies, for review and input by others, the nature, scope, standards and legislation applicable to a particular engagement AA(E)1.2 Evaluates, for review and input by others, the overall risk in accepting an engagement AA(E)1.3 Drafts an appropriate engagement letter for a new engagement or outlines the appropriate content for such a letter	AA(R)1 Evaluates internal Controls
AA(E)2 Obtains an understanding of the entity and its environment	AA(E)2.1 Obtains a qualitative understanding of the entity and its environment and documents this information in an appropriate format AA(E)2.2 Obtains an understanding of and documents the entity's information system and key internal controls (including IT controls) AA(E)2.3 Identifies and documents the major classes of transactions and balances for an engagement entity	AA(R)1.1 Obtains an understanding of and documents an entity's/business unit's information system and key internal controls (including IT controls)
AA(E)3 Identifies and evaluates the risk of material misstatement	AA(E)3.1 Evaluates and documents the adequacy of the design of control activities in the prevention or detection of material misstatement, and suggests improvements where appropriate AA(E)3.2 Evaluates and documents the risk of material misstatement at an overall financial statement level AA(E)3.3 Evaluates and documents the risk of material misstatement at the account balance level by assertion AA(E)3.4 Evaluates and documents the risk of fraud AA(E)3.5 Identifies and documents the significant risks that could result in material misstatement	AA(R)1.2 Evaluates and documents the adequacy of the design of control activities in the prevention or detection of material misstatement, and suggests improvements where appropriate
AA(E)4 Calculates and justifies planning materiality	AA(E)4.1 Identifies and documents the factors that affect planning materiality AA(E)4.2 Calculates and documents a justifiable level of planning materiality for an engagement	

COMPETENCY	TASKS TO BE PERFORMED: ELECTIVE	TASKS TO BE PERFORMED: RESIDUAL
AA(E)5 <b>Designs effective and efficient procedures</b>	AA(E)5.1 Identifies and documents appropriate tests of internal control (including IT internal controls, where appropriate), including the determination of sample sizes and methods of selection AA(E)5.2 Identifies and documents appropriate substantive tests of detail, including the determination of sample sizes and methods of selection AA(E)5.3 Identifies and documents appropriate substantive analytical review procedures AA(E)5.4 Considers and documents the need for using the work of others in conducting the audit (experts, internal auditors or other auditors) AA(E)5.5 Considers and documents the need to use computer assisted audit techniques to gather suitable audit evidence	AA(R)1.3 Identifies and documents appropriate tests of internal control (including IT internal controls, where appropriate), including the determination of sample sizes and methods of selection
AA(E)6 <b>Executes the work plan, documents and evaluates results</b>	AA(E)6.1 Performs and documents the planned tests of internal control and identifies situations where follow-up/extended work is required AA(E)6.2 Performs and documents the planned substantive tests of detail and identifies situations where follow-up/extended work is required AA(E)6.3 Performs and documents the planned substantive analytical review procedures and identifies situations where follow-up/extended work is required AA(E)6.4 Draws conclusions on whether the procedure meets the stated objective AA(E)6.5 Modifies the audit plan, where necessary, in response to the results of procedures performed	AA(R)1.4 Performs and documents the planned tests of internal control and identifies issues where follow-up/extended work is required  AA(R)1.5 Draws conclusions on whether the procedure meets the stated objectives
AA(E)7 <b>Completes the engagement</b>	AA(E)7.1 Analyses and discusses the impact of unadjusted errors on the audit report and the need for additional work AA(E)7.2 Identifies and adequately documents subsequent events and considers their impact on the audit report	
AA(E)8 <b>Prepares information for meetings with stakeholders</b>	AA(E)8.1 Prepares, for review and input by others, the report to management on findings arising from the engagement	<b>AA(R)2 Communicates with External Audit</b> AA(R)2.1 Communicates effectively with external audit stakeholders, for example preparing information requested, discussing audit findings and issues raised, describing internal controls and financial systems used
AA(E)9 <b>Identifies and responds to reportable irregularities</b>	AA(E)9.1 Identifies and communicates potential unlawful acts or omissions where there may be reason to believe that it may constitute a reportable irregularity	



## FINANCIAL MANAGEMENT

COMPETENCY	TASKS TO BE PERFORMED: ELECTIVE	TASKS TO BE PERFORMED: RESIDUAL
FM(E)1 <b>Analyses the entity's financial situation</b>	FM(E)1.1 Evaluates and documents the entity's/business unit's financial position (for example, using financial analysis, ratio analysis, trend analysis and/or cash flow analysis)	FM(R)1 <b>Analyses the entity's financial situation</b> FM(R)1.1 Analyses and documents the entity's/business unit's/engagement client's financial position (for example, using financial analysis, ratio analysis, trend analysis and/or cash flow analysis)
	FM(E)1.2 Documents, for review and input by others, recommendations for improving the performance of the entity/business unit, based on the analysis performed.	
FM(E)2 <b>Monitors cash flow</b>	FM(E)2.1 Prepares or evaluates a cash flow forecast for an entity/business unit	FM(R)2 <b>Monitors cash flow</b> FM(R)2.1 Prepares or reviews a cash flow forecast for an entity/business unit/engagement client FM(R)2.2 Identifies when there may be a cash shortfall or excess funds and documents, for review and input by others, possible action plans
	FM(E)2.2 Identifies when there may be a cash shortfall or excess funds and documents, for review and input by others, possible action plans	
FM(E)3 <b>Analyses the entity's working capital</b>	FM(E)3.1 Analyses and documents the entity's/business unit's current working capital position or components of it (for example, inventory, accounts receivable or payable management) and documents recommendations for improvement	FM(R)3 <b>Analyses the entity's working capital</b> FM(R)3.1 Analyses and documents the entity's/business unit's current working capital position or components of it (for example, inventory, accounts receivable or payable management) and documents recommendations for improvement
	FM(E)3.2 Recommends, for review and input by others, improvements to working capital management	
FM(E)4 <b>Identifies and evaluates sources of funds</b>	FM(E)4.1 Analyses and documents an entity's/business unit's funding needs	
	FM(E)4.2 Identifies and evaluates, for input and review by others, sources of funding to meet the entity's/business unit's funding needs	
	FM(E)4.3 Identifies the need for, and evaluates on a preliminary basis, the use of derivatives in managing an entity's/business unit's funding needs	
FM(E)5 <b>Develops or analyses business plans or financial proposals</b>	FM(E)5.1 Analyses and comments on a business plan or financial proposal	
FM(E)6 <b>Appraises capital investment decisions</b>	FM(E)6.1 Documents the opportunities, risks and financial implications associated with the replacement or acquisition of a capital asset	FM(R)4 <b>Appraises capital investment decisions</b> FM(R)4.1 Documents the financial implications of an investment decision using the appropriate capital budgeting techniques
	FM(E)6.2 Documents the financial implications of the investment decision using the appropriate capital budgeting techniques	
	FM(E)6.3 Documents or presents recommendations on the replacement or acquisition of a capital asset	

COMPETENCY	TASKS TO BE PERFORMED: ELECTIVE	TASKS TO BE PERFORMED: RESIDUAL
<b>FM(E)7</b> <b>Estimates the value of the business</b>	FM(E)7.1      Calculates a reasonable range of values for a business, using a combination of valuation techniques FM(E)7.2      Identifies the critical assumptions and facts that underlie the valuation estimate including factors affecting the accuracy of the valuation FM(E)7.3      Performs a sensitivity analysis on the assumptions used in the valuation model in order to obtain a reasonable range of possible values	<b>FM(R)5</b> <b>Estimates the value of the business</b> FM(R)5.1      Calculates a reasonable range of values for a business, using a combination of valuation techniques



## MANAGEMENT DECISION-MAKING AND CONTROL

COMPETENCY	TASKS TO BE PERFORMED: ELECTIVE	TASKS TO BE PERFORMED: RESIDUAL
MD(E)1 <b>Identifies the entity's/business unit's key performance indicators</b>	MD(E)1.1 Identifies and documents financial and non-financial performance indicators that are key to the entity/business unit, including any industry-specific benchmarks	<b>MD(R)1 Identifies the entity's/business unit's key performance indicators</b> MD(R)1.1 Identifies and documents financial and non-financial performance indicators that are key to the entity/business unit/audit engagement, including any industry-specific benchmarks
	MD(E)1.2 Critically evaluates and documents the applicability of the performance measurement system to measure the key performance indicators.	MD(R)1.2 Critically evaluates and documents the applicability of the performance measurement system to measure the key performance indicators.
MD(E)2 <b>Evaluates the design of the entity's responsibility accounting system</b>	MD(E)2.1 Critically evaluates and documents the key components of the management accounting system of an entity/business unit, including the financial and non financial reports produced	
MD(E)3 <b>Prepares, analyses and monitors budgets</b>	MD(E)3.1 Prepares a budget for an entity/business unit, with clearly documented assumptions	<b>MD(R)2 Prepares, analyses and monitors budgets</b> MD(R)2.1 Prepares a budget for a entity/business unit/audit engagement, with clearly documented assumptions
	MD(E)3.2 Performs sensitivity analysis on prepared budgets, varying key assumptions to document a range of possible outcomes	MD(R)2.2 Performs sensitivity analysis on prepared budgets, varying key assumptions to document a range of possible outcomes
MD(E)4 <b>Analyses and interprets budget variances</b>	MD(E)4.1 Analyses the actual performance against budget, and documents the findings	<b>MD(R)3 Analyses and interprets budget variances</b> MD(R)3.1 Analyses the actual performance against budget, and documents the findings
	MD(E)4.2 Investigates and documents reasons for variances	MD(R)3.2 Investigates and documents reasons for variances
	MD(E)4.3 Develops, for input and review by others, a plan to address variances	MD(R)3.3 Develops, for input and review by others, a plan to address variances
MD(E)5 <b>Considers the applicability of cost management techniques</b>	MD(E)5.1 Critically analyses the methods used for allocation of costs in the entity/business unit	
	MD(E)5.2 Makes recommendations for improved cost control and cost efficiency	
	MD(E)5.3 Evaluates and documents cost allocation options within or across divisions within the entity/business unit, for example the appropriate application of transfer pricing.	
MD(E)6 <b>Identifies relevant information with application to business decisions</b>	MD(E)6.1 Identifies, documents and makes practical use of financial information that is relevant to pricing decisions, capacity utilisation and the implications of the existence of constraints	

## TAXATION

COMPETENCY	TASKS TO BE PERFORMED: ELECTIVE	TASKS TO BE PERFORMED: RESIDUAL
<b>TX(E)1</b> <b>Understands the entity's tax profile</b>	TX(E)1.1 Identifies and documents the information required for the analysis of an entity's tax profile, for example the form of the entity, taxpayer's residency and liability for tax, exposure to taxation associated with various forms of income and organizational structure, etc. TX(E)1.2 Analyses the tax implications of different business vehicles.	
<b>TX(E)2</b> <b>Documents compliance and filing requirements for different taxes</b>	TX(E)2.1 Documents the filing requirements and deadlines for individuals, corporations and trusts TX(E)2.2 Documents standard processes to ensure all tax deadlines are met, including the timely analysis of assessments and reassessments and the consequences of failing to meet those deadlines TX(E)2.3 Documents the filing requirements and deadlines in relation to employees' tax returns (PAYE), provisional tax returns and VAT returns	
<b>TX(E)3</b> <b>Calculates income tax payable &amp; prepares income tax return for an individual</b>	TX(E)3.1 Collects and calculates the information needed to file the tax return for an individual, considering: <ul style="list-style-type: none"> <li>• inclusion and classification of income from different sources (for example, employment including fringe benefits and lump sum benefits, property, business, capital gain / loss, other income )</li> <li>• exclusion of exempt income</li> <li>• deductibility of expenses (for example, contributions to pension or retirement funds, income protection policies, assets used for trade purposes, legal fees and study at home)</li> </ul> TX(E)3.2 Prepares the income tax return	<b>TX(R)1</b> <b>Calculates income tax payable &amp; prepares income tax return for an individual</b> TX(R)1.1 Collects and calculates the information needed to file the tax return for an individual, considering: <ul style="list-style-type: none"> <li>• inclusion and classification of income from different sources (for example, employment including fringe benefits and lump sum benefits, property, business, capital gain / loss, other income )</li> <li>• exclusion of exempt income</li> <li>• deductibility of expenses (for example, contributions to pension or retirement funds, income protection policies, assets used for trade purposes, legal fees and study at home)</li> </ul> TX(R)1.2 Prepares the income tax return

COMPETENCY	TASKS TO BE PERFORMED: ELECTIVE	TASKS TO BE PERFORMED: RESIDUAL
<b>TX(E)4</b>  <b>Calculates income tax payable &amp; prepares income tax return for a corporation</b>	<p>TX(E)4.1 Collects and calculates the information needed to file the tax return for a corporation, considering:</p> <ul style="list-style-type: none"> <li>• type of corporation (for example, private, public, small business corporation, employment, foreign)</li> <li>• inclusion and classification of income (for example, active business income, income from property, capital gains, exemptions)</li> <li>• deductibility of expenses (for example, capital allowances, assessed losses and special allowances)</li> <li>• tax deductions and credits (for example, small business deduction, general tax reduction)</li> </ul> <p>TX(E)4.2 Prepares the Income Tax return</p>	<p><b>TX(R)2</b> <b>Calculates income tax payable &amp; prepares income tax return for a corporation</b></p> <p>TX(R)2.1 Collects and calculates the information needed to file the tax return for a corporation, considering:</p> <ul style="list-style-type: none"> <li>• type of corporation (for example, private, public, small business corporation, employment, foreign)</li> <li>• inclusion and classification of income (for example, active business income, income from property, capital gains, exemptions)</li> <li>• deductibility of expenses (for example, capital allowances, assessed losses and special allowances)</li> <li>• tax deductions and credits (for example, small business deduction, general tax reduction)</li> </ul> <p>TX(R)2.2 Prepares the Income Tax return</p>
<b>TX(E)5</b>  <b>Calculates other taxes payable &amp; prepares appropriate returns</b>	<p>TX(E)5.1 Identifies when capital gains tax (CGT) is applicable and calculates the CGT tax payable on qualifying transactions</p> <p>TX(E)5.2 Records indirect taxes (VAT) for transactions in accordance with relevant legislation</p> <p>TX(E)5.3 Prepares the indirect tax (VAT) return</p> <p>TX(E)5.4 Calculates other taxes in terms of relevant legislation including provisional tax, employees tax (PAYE),</p> <p>TX(E)5.5 Prepares appropriate returns, electronic or otherwise, for other taxes including provisional tax, employees tax (PAYE),</p>	<p><b>TX(R)3</b> <b>Calculates other taxes payable &amp; prepares appropriate returns</b></p> <p>TX(R)3.1 Calculates the appropriate CGT tax payable on qualifying transactions</p> <p>TX(R)3.2 Records indirect taxes (VAT) for transactions in accordance with relevant legislation</p> <p>TX(R)3.3 Prepares the indirect tax (VAT) return</p>
<b>TX(E)6</b>  <b>Discloses all tax information and computations correctly in the financial statements of an entity</b>	<p>TX(E)6.1 Discloses all relevant tax information and amounts in the financial statements of an entity in accordance with guidance provided by the relevant accounting standards</p> <p>TX(E)6.2 Calculates and correctly discloses deferred tax in an entity's financial statements</p>	<p><b>TX(R)4</b> <b>Discloses all tax information and computations correctly in the financial statements of an entity</b></p> <p>TX(R)4.1 Discloses all relevant tax information and amounts in the financial statements in accordance with guidance provided by the relevant accounting standards</p> <p>TX(R)4.2 Calculates and correctly discloses deferred tax in the financial statements</p>
<b>TX(E)7</b>  <b>Identifies and makes recommendations on specific tax-planning opportunities</b>	<p>TX(E)7.1 Identifies and makes recommendations concerning tax planning opportunities, for example retirement planning, estate duty planning, the use of trusts or the structuring of corporate transactions</p>	

COMPETENCY	TASKS TO BE PERFORMED: ELECTIVE	TASKS TO BE PERFORMED: RESIDUAL
<b>TX(E)8</b> <b>Prepares information to respond to assessments, file objections and appeals</b>	TX(E)8.1    Analyses the content of assessments and reassessments to gain an understanding of the issues TX(E)8.2    Prepares responding materials required by regulation to file a notice of objection or initiate an appeal.	

## INTERNAL AUDIT, RISK MANAGEMENT AND GOVERNANCE

COMPETENCY	TASKS TO BE PERFORMED: ELECTIVE	TASKS TO BE PERFORMED: RESIDUAL
<b>IR(E)1</b> <b>Identifies and evaluates the risks pertaining to the financial information system</b>	IR(E)1.1 Identifies and documents strategic, operational, financial and informational risks, based on an understanding of the environment in which the entity/audit engagement operates, its strategies and management processes	<b>IR(R)1</b> <b>Identifies and evaluates the risks pertaining to the financial information system</b>
		IR(R)1.1 Identifies and documents strategic, operational, financial and informational risks, based on an understanding of the environment in which the entity/audit engagement operates, its strategies and management processes
<b>IR(E)2</b> <b>Identifies and documents the key internal controls (including IT related controls) implemented in an entity</b>	IR(E)2.1 Documents the entity's key business processes and controls (including IT controls) including the control environment, information system, business processes and control activities (for both general and application controls)	IR(R)1.2 Assesses the impact of findings on the work to be performed
		<b>IR(R)2</b> <b>Identifies and documents the key internal controls (including IT related controls) implemented in an entity</b>
<b>IR(E)3</b> <b>Evaluates internal control</b>	IR(E)3.1 As part of a team, selects suitable criteria or a recognized framework for control evaluation IR(E)3.2 Evaluates internal control in the context of the criteria / recognized framework and suggests improvements where deficiencies are identified IR(E)3.3 Assesses whether existing internal controls are functioning properly or if additional controls are needed, and communicates ideas to a supervisor IR(E)3.4 Tests and documents the functioning of IT controls through the use of audit software or makes appropriate use of IT specialists to test the functioning of the IT related elements of control	<b>IR(R)3</b> <b>Evaluates internal control</b>
		IR(R)3.1 Evaluates internal control in the context of the criteria / recognized framework and suggests improvements where deficiencies are identified IR(R)3.2 Assesses whether existing internal controls are functioning properly or if additional controls are needed and communicates ideas to supervisor
<b>IR(E)4</b> <b>Conducts planning and fieldwork within the scope of internal audit policies</b>	IR(E)4.1 Designs an appropriate audit programme IR(E)4.2 Performs appropriate fieldwork in accordance with the audit programme IR(E)4.3 Applies sampling techniques in accordance with the audit programme IR(E)4.4 Analyses test results to determine if additional work is required, or if no further testing is necessary, to conclude on the effectiveness of the control environment	

COMPETENCY	TASKS TO BE PERFORMED: ELECTIVE	TASKS TO BE PERFORMED: RESIDUAL
IR(E)5 <b>Documents the results of internal audit procedures performed</b>	IR(E)5.1 Creates internal audit documentation that provides a clear link to significant findings or issues that arose during the engagement, and that contains sufficient information to support the nature, timing and extent of procedures performed and the results of those procedures	
IR(E)6 <b>Evaluates evidence, draws conclusions and issues appropriate reports</b>	IR(E)6.1 Evaluates the sufficiency and significance of the evidence and/or results of analysis IR(E)6.2 Identifies and evaluates inconsistencies, unexpected circumstances or findings, or findings that indicate possible fraud, error or illegal acts IR(E)6.3 Analyses and decides on the reasonableness of the conclusions on the subject matter, based on the outcome of internal audit procedures IR(E)6.4 Assists in the preparation of the final report with recommendations, management responses and an action plan	
IR(E)7 <b>Assists in the evaluation of an entity's plans for risk management</b>	IR(E)7.1 Documents suggested methods to manage risk, for example choosing not to undertake certain types of activities or transferring risk to third parties through insurance, hedging, outsourcing, etc. or mitigating risks through preventative and detective control procedures	
IR(E)8 <b>Conducts governance reviews in accordance with appropriate governance standards</b>	IR(E)8.1 Documents and evaluates the components of the entity's/audit engagement's governance structure and its role (i.e. board of directors, audit committee, etc.) IR(E)8.2 Critically evaluates the corporate governance practices of an entity/audit engagement in relation to relevant legislation and practices, documenting recommendations for improvement IR(E)8.3 Prepares or reviews and makes recommendation regarding the disclosure of corporate governance for an entity/audit engagement	IR(R)4 <b>Conducts governance reviews in accordance with appropriate governance standards</b> IR(R)4.1 Documents the components of the entity's/audit engagement's governance structure and its role (i.e. board of directors, audit committee, etc.) IR(R)4.2 Critically evaluates the corporate governance practices of an entity/audit engagement in relation to relevant legislation and practices, documenting recommendations for improvement

## 7. ICAZ CONTACT INFORMATION

**Contact Name:** Mr Bay Nengomasha (*Student Training Coordinator*)  
**Postal address:** PO Box CY 1079; Causeway; HARARE  
**Physical address:** Integrity House; 2 Bath Road, Cnr Sam Nujoma Street; Belgravia  
**Telephone:** +263 4 252672/3; +263 4 707670  
**E-mail:** [registry@icaz.org.zw](mailto:registry@icaz.org.zw)