

WeCan



WOMEN CHARTERED ACCOUNTANTS NETWORK

DECEMBER 2022



FROM STRENGTH TO STRENGTH

ca THE INSTITUTE OF
CHARTERED ACCOUNTANTS
OF ZIMBABWE

CONTENTS

3 NOTE FROM CHAIRPERSON

4 PROFILE OF THE 2022-2023 COMMITTEE

6 MEET OUR NEW WECAN CHAIRPERSON

9 WeCAN UPWARDS AND UPWARDS

10 5 YEARS CELEBRATIONS

12 WeCAN SA CHAPTER HIGH TEA

13 WeCAN INITIATOR

15 COMMUNITY ARTICLES

18 REPORTS FROM THE SUB-COMMITTEES

19 THE YEAR IN PICTURES

21 WINTER SCHOOL

23 MARCH WOMEN'S MONTH PROFILES

31 MY JOURNEY

32 AFRICAN
ENTREPRENEURSHIP

35 MY JOURNEY AS AN
ENTREPRENEUR

37 NO GLASS CEILING FOR WOMEN

39 COMPILERS PROFILES

WeCAN Bulletin

c/o the Institute of Chartered Accountants of Zimbabwe | 2 Bath Road, Cnr Sam Nujoma Street, Harare, Zimbabwe
+242 252 672/ +263 772 192 060/61/ 086 77004 297 | edinahm@icaz.org.zw

If you have a story to tell and would like to be profiled contact: wecan@icaz.org.zw

Design and layout Columbus DDB | info@columbusddb.com | +263 242744485



NOTE FROM CHAIRPERSON

Almost everyone I have spoken to concurs with me that 2022 sped like a bullet train. We seem to have blinked and year-end was nigh. 2022 started off with hope of recovery from what was lost and missed over the past two years. Countries opened up, with the falling of Covid-19 restrictions, with many starting to travel and physical meet-ups resuming. With the world speeding up as if to try to catch up to lost time, our meet-ups as WeCAN were not as visible as was seen in the previous year with the virtual powertalks. This is far from saying there was no activity, there was a lot happening, as you will read in the bulletin.

To better execute on our strategy we expanded our sub-committees to Profiling and Promotion Committee, Member Growth Committee, Member Development Committee and Student Support and Development Committee. The year also saw Rufaro Maunze-Bhebhe hand the Chairperson baton to me. I thank her for ably steering the ship over the past 2 years and challenging us to climb to higher heights. We are grateful as the WeCAN Committee to have managed to celebrate her and the prior Chairpersons, Duduzile Shinya and Gloria Zvaravanhu over lunch in August.

The highlight of the year was the celebration of our 5 years in existence as WeCAN. This allowed time for pausing, reflecting and taking stock. The words “breaking barriers” resonate with me when I put the last 5 years into two words. Barriers in our minds, which changed the excuses we give ourselves to “Yes, We Can!”. Barriers at work, as we challenged ourselves to take the seat at the table and contribute meaningfully. Barriers in our societies, as we took strides in filling the gaps in our respective spaces. The bulletin celebrates these achievements in a meaningful way.

Our achievements are quantitative as much as they are qualitative. Below are some of our achievements since inception, for which we celebrate.

92% growth in female members in the last 5 years (in comparison to male membership growth of 25% in the last 5 years). 10 female members who sit on council out of a total of 21 Council members, representing 48%, up from 18% 5 years ago. 3 female past presidents with current Senior Vice President being female - she will be the President of ICAZ in 2023. 35 females who sit on the ICAZ committees - 18% of committee members are female members (we encourage you to put yourselves forward for committee participation).

What does the next 5 years hold? I see continued conversations which will result in some of the changes we yearn for becoming a reality. A quote from Indra Nooyi in her book “My life in full: Work, Family and our future”, aptly summaries how I view the future, “Real change in the matter of integrating work and family isn’t going to happen without men, especially those in power, helping drive the discussion and helping implement the solutions.”

This bulletin continues to have the intention of informing, inspiring and instilling confidence in our members, students and readers. Sit back, relax, enjoy it and be inspired. I wish you and your loved ones a blessed festive season, a well deserved break and a 2023 as you imagine it.

Yours,

Janice Pudo Sambaza

Committee 2022-2023



JANICE SAMBAZA - CHAIRPERSON



TINASHE MUDARIKWA



CHIPO MAKOKOVE



TATENDA ZIMONDI



TATENDA MURONDA



SABINAH NYARAI CHITEHWE



YOLANDA VIMBASHE CHANAKIRA



TANDIWE MASUNDA



NOKUBEKEZELA NYUKE

Committee 2022-2023 (cntd)



ANESU B MUSETA



BRENDA NYAGONA



FUNGAI M CHARUMBIRA



CONSTANCE JANE CHAKONA



EVELYN NATSAI MOYO



EVELYN MADZIVA-MACHAKA



MANYARA CHIGUNDURU



OLLETT KUWANDA



GERTRUDE DENDERE-CHIBWE

Meet our new WeCAN Chairperson, *Janice Rudo Sambaza.*



Interview by Josephine Mutsekwa, WeCAN Committee member and Finance Executive at Simbisa Shared Services

Janice is an entrepreneur, wife, mum of 3, daughter, sister, friend, business partner and mentor. She loves immersing herself in different cultures, experiences, food and stories. She is driven, spontaneous, hardworking and enjoys problem solving. Janice founded Ivhu Advisors, a boutique advisory firm based in South Africa, with the aim of promoting the growth of businesses and the narrowing of the African infrastructure financing gap in Africa through innovative socio-economic solutions. With 20 years' financial services experience, she brings deep experience in strategy formulation and execution, corporate and project transaction advisory, financial modelling and capital raising advisory. She holds a Chartered Accountant (Z) (SA) and an MBA, GIBS.

1. If you could meet one influential person for just 10 minutes who would it be

I have seen over the years that the answer to this question changes depending on the space I'm in at that moment. At this moment, I would love an opportunity to have lunch with Thomas Sankara, 10 minutes would not be enough. He was a

military officer, who served as the President of Burkina Faso from 1983 until his murder in 1987. What Sankara achieved in Burkina Faso in the 4 years he was president was remarkable, to name a few of many:

- He increased the literacy rate from 13% in 1983 to 73% in 1987.
- He planted over 10 million trees to prevent desertification
- He built roads and a railway to tie the nation together, without foreign aid
- He sold off the government fleet of Mercedes cars and made the Renault 5 (the cheapest car sold in Burkina Faso at that time) the official service car of the ministers.
- He reduced the salaries of all public servants, including his own, and forbade the use of government chauffeurs and 1st class airline tickets.
- He outlawed female genital mutilation, forced marriages and polygamy in support of women's rights

He was ahead of his time. I would want to hear about what drove him and how he was successful in implementing the most unpopular moves. He reminds me of the potential of purposeful leadership in driving impact even in the most dire circumstances.

2. What is your super power

Speaking, in any format. I did not know I had this super power until fairly recently and now I take every chance I can get to sharpen my super power.

3. Who are your mentors?

I have and have had so many and will not attempt to list them. What I can say though is they have all been self-appointed for different areas of my life, some for a short season, some for a longer season. Self-appointed because they would have taken an interest in my development and growth. Apart from my mentors I also have a personal board, an inner circle who I consult with almost all the major decisions I have to make. Getting their views helps me assess whether I am being objective in my decision making. It also helps me reconsider should I not have fully analysed a situation.

4. What motivates you to wake up each day and do what you do

God! He is my beginning and my end. He put me on earth to achieve a particular mission. God has been revealing this mission with every step and it is an honour that he chose me. That's why I wake up every morning!

5. Any tips on navigating dry seasons in business as an entrepreneur

Entrepreneurship is a roller coaster, there will be definitely be low moments, sometimes even more than there will be high moments. The low moments are gruesome and they sometimes feel like you are in a never ending dark and cold tunnel. In such situations, knowing your why will be the crutch you need to get up when you fall and plod along. Personally, remembering the promises of God through His Word keeps me going:

“for everything there is a season”; “I can do all things through Christ who strengthens me”; “do not fear, for I am with You”. I could go on and on.

Other ways that keep me going are being grateful for the positives and small wins, and speaking to someone who understands the journey, who will have words of encouragement.

6. Any tips on building relationships

[laughs out loud] I know why you have asked me this question. My other super power is being relational. It is the next level to networking. It is one thing meeting a new person at a meeting or conference, it is quite another nurturing that relationship into a connection. Are you able to pick up a phone and call your connection or would it be awkward? A key tip to nurturing a relationship is to become a good listener, you would be amazed at how you will be remembered for listening and asking the right questions. Another tip is being open and authentic. In order to keep communication lines open I also do a lot of sharing, for example if I come across anything that would interest the other person I would share it with them.

7. What made you start the Pamuyyu with Janice Podcast

The name Pamuyyu means “by the baobab tree”, symbolising how if we were to have wholesome conversations in an African village, we would most likely have them sitting under the shade of a tree. I chose a baobab tree. One thing I enjoy is having conversations, were you exchange views, learn, sharpen ideas, agree to disagree. I got the idea after having some really good conversations and thinking to myself “Wow, this would have made a great podcast”. I toyed around with the idea in my head for two years though, until one person encouraged me to stop over calculating and just take the plunge, which I did. The aim of Pamuyyu is to have conversations that inspire the audience, nurturing their love for Africa and her people. So, I speak to leaders from all around Africa, who have a story to share or are making an impact in one way or another.

"Celebrating 5 years of growth, breaking barriers, rising through adversity, embracing our uniqueness and blooming where we are planted."



WeCAN – *Upwards and upwards!*

By Valerie Muyambo, Chief Finance Officer · CABS Zimbabwe

The future is bright! Change is coming! The bottom line is you! However, Dr Shefali Tsabary says, “Release your attachments from how things “ought” to be and instead surrender yourself to how they actually are.”

After leaving my all-girls high school, I joined a firm with decent female representation at the top and honestly believed all the lines I had heard about how the workplace was set to be more inclusive. Over the years, I became more woke – females left the firm in search of opportunities that would afford more recognition, along with the elusive work-life harmony. I also had highly intelligent female colleagues that opted to not focus on their studies as they did not want to outshine their partners. The future became blurred, and I came to the realisation that some change requires significant effort and can be painfully slow in coming.

Fortunately, I had a very progressive boss who intentionally focused on inclusivity and made sure she gave recognition where due regardless of age, gender, race, etc. Watching her conscious effort was an important life lesson for me and, when we then discussed the idea of setting up WeCAN, I was already sold on making it happen. Why and how, you may ask? As I became more senior at work, I realised there were several challenges in the workplace that needed to be tackled. Having a go at all of them would render me ineffective so I decided to pick two struggles – one of them being to leave no female behind, both academically and in terms of career progression. My boss had tapped into my passion for training, mentoring and coaching, and I clearly saw the opportunity for ICAZ to make a difference through the formation of WeCAN.

Yes, change is slow, and it takes considerable effort at times, but it does happen! Comparing then and now, even our conversations have changed:

- Earlier on, we would talk about how cultural norms and expectations of the girl child hindered their progression. Now we talk about how some of those challenges we shun help to shape us into the phenomenal women we are.
- We went from talking about managing work politics and perceptions to having real, authentic conversations about resilience, estate planning and mental health – from saving our careers to saving lives!
- From focusing on the development of upcoming young female CAs, we moved to focusing on all students and then to causes such as menstrual health for young girls. WeCAN is intentional about making a difference and we realised that the difference must be felt much earlier on by those that need our support and encouragement so that the future can indeed be brighter.
- Where we are now, I passionately believe we have moved from transforming our own lives, to transforming our workplaces, to transforming our communities and, consequently, to transforming the economies in which we operate. Yes, we are that formidable!

The conviction I have is that the evolution of the gender lens, the workplace, politics – and all else – is in progress. On my own career journey, I have seen these conversations changing. At one time, I was passed up for a promotion and I was told that certain positions were reserved for married females or any males in line with “acceptable society norms.” Over time, such trivial matters have begun to matter less – if you are a good candidate for the job, your chances are better now. That is not to say females will now not be overlooked for a promotion or that pay gaps will suddenly disappear.” As WeCAN, we must keep moving forward fearlessly, involving key stakeholders in our journey as we have been doing so that the vision is shared by all.

What does the future hold for WeCAN? I have no idea, but I know the sky is the limit and I am looking forward to whatever is in store for us! We have a new, vibrant WeCAN Committee. I feel I would be restricting them if I say our chapter is closed and they are starting a new one. I put it to you that our book as the founding WeCAN team is complete and theirs is just beginning. It could be a sequel or an entirely different book, but you will not want to miss a page of it, I assure you.



Valerie Muyambo,

5 year anniversary Celebrations

BOTSWANA



BULAWAYO

The **Bulawayo Chapter** held two events this year, the first one on the 10th of March 2022 to celebrate International Women's Day as well as the appointment of one of our members, Tarryn Campbell, as partner at EY. The Edgars CEO and CFO, members of the Bulawayo Chapter of WeCan did an amazing job of hosting the event and the ladies had an amazing time. The event was well attended with members getting the opportunity to share their thoughts around this year's theme #breakthebias as well as share challenges they have faced and celebrate their achievements.

The second event was held on the 10th of June to celebrate the 5th Anniversary of WeCAN. The event was hosted by PPC and was a festive affair, including discussions about what impact the network has had on the members as well as opportunities to impact more than just the members going into the future.



SOUTH AFRICA

By Vimbainashe Macheke

The WeCAN SA Chapter had the pleasure of hosting the 5th Anniversary Celebration of WeCAN at the Indaba Hotel. The event was by our generous sponsors FACHS Insurance Brokers, Promote Balance and Brendmo Chartered Accounting Services. The event was oversubscribed, and our delegates looked stunning in line with our theme "Summer in Africa"

Guest speaker George Mutendadzamera shared valuable lessons on personal development and growth - Each of us has gold within. For others, the gold has been covered by clay as we have journeyed through life. We have the power to change, to let that gold shine through and be that who we want to be. And for the change to happen, one needs to make the decision and be disciplined on following through with actions at the event, WeCAN SA Chapter honoured Mollen Mukuze, the founder of Brendmo Chart ered Accountants for being Entrepreneur of the Year; Tatenda Zimondi from SNG Grant Thornton for being Woman in Corporate; Nyasha Madavo, the founder of Tenya Foundation for Community Impact; and Elisha Musindo for being WeCAN Ambassador.



WeCAN SA Chapter High Tea 15 October 2022

Reflection by Josephine Mutsekwa, WeCAN SA Chapter Chairperson

It's been 5 years. Five years of saying Yes I can, Yes you CAN and Yes WECAN.

What if you had no limitations on what you could achieve and the resources you needed to achieve your goals. No negative voices muttering in the background. No memories of past failures haunting you. No one standing over your shoulder or in your way shouting no you can't.

What would you do what would you achieve?

For as long as there is breath in your body you must ascend you must move forward. To ascend and progress means letting go of past failure, past hurts, past disappointments. To ascend you need to leave behind excess luggage. Treat this season as if it is a blank piece of paper.

You see you will never know what is on the other side unless you go to the other side. Success is not about having no fear but about dancing in the midst of it. So let nothing absolutely nothing stand in your way.

Today assume it's a new dawn and a new horizon.

- Get the qualification
- Get the experience
- Launch the business
- Change careers
- Apply for the position
- Set new audacious goals
- Write the book
- Lift-up your hand when no one else will
- Say Yes

Like an eagle:

1. When the nest/comfort zone gets uncomfortable fly
2. When there is a storm fly toward it use the turbulence to propel you to greater heights

The person you spend the most time with is yourself. Prioritise that person. Ensure that person says the right words to you.

- Believe you can because You CAN
- Believe in yourself
- Stay Strong
- Never Give Up
- Work Hard
- Stay Humble
- Be Kind

- Stay Strong
- Keep Smiling

Today plant positive seeds in your mind. You see your mind is a garden you can either plant seeds or plant weeds. Don't let your mind rule you rule it. Build your self-belief it's a superpower. Something happens when you believe that you can. Success is not just about walking a straight path but about navigating storms, valleys, mountains and coming out on the other side. Success belongs to those who dare to dream.

Say Yes, I can because Yes, You CAN, Yes, We CAN. As long as there is breath in your body continue to Say Yes, I can



WeCAN Initiator

Celebrating 5 years



Janice R. Sambaza, WeCAN Chairperson interviewed Gloria Zvaravanhu, WeCAN Initiator

1. What is your personal and professional background?

I am a Chartered accountant, business law expert, insurer, leadership coach, difference maker and legacy building leader.

2. What gave rise to your vision of starting WeCAN?

The fortune 500 Global mentorship program I was part of in 2012 opened me to a world of giving back and sending elevators down to bring others up. The selflessness of top 50 Fortune 500 women leaders taking time to invest in ‘little known me’ challenged me to ask the question “what can I do in my field and profession?”. When I became President of ICAZ in 2016 I saw the low numbers of female members, the fact that I was only the 2nd female president in 100 years, the few women on council and the general low turnover from CA students to member, as a loud call to have an ICAZ initiative that would see the promotion profiling and development of Women Chartered Accountants.

The name WeCAN was coined together with a lawyer friend of mine. We truly CAN!

3. What was important to you in realising this vision?

What was important in realising this dream was the future I could see from this action. I could envision an ICAZ where membership matched demographics of the country on the gender front, I could see a picture where council was led by a diverse group of members. I could see women CAs rising to take significant positions of leadership in the country and abroad. I could see a profession made stronger by the diverse views, where female presidents were no longer a key occurrence but order of the day. I could see corporates in Zimbabwe embracing these capable women CAs onto their boards based on their demonstrated value and merit and not because they needed to meet a quota.

4. Has your vision been realised?

I can proudly say that the vision has been realised to a significant extent over the 6 years of WeCAN existence as it was birthed in November 2016 through officially launched in April 2017.

• ICAZ members in an AGM in 2017 set a resolution to get to a least 40% female members in council by 2020, which resolution was achieved through WeCAN seats and the more interest in

participation by female members.

• The Women CAs have become more visible and active at the institute and in corporate.

• In the 5 years since WeCAN, 3 women have been in the presidium, something that had taken almost 94 years to happen with the first female president, and another 6 year wait to get the 2nd female president.

• While WeCAN is a committee of ICAZ, it has become a strong brand of its own realised at both PAFA and IFAC and in accounting fraternity and society in general.

• The numbers of female, members, though not yet matching the country demographics are coming up quite strongly. We must be close to 35% I would estimate, from around 15/20% when WeCAN started.

• Corporates and Institutes have brought on board strong capable female CAs who are making a difference.



5. What has been your proudest moment over the past 5 years?

A few proud moments

- A recognition by both PAFA and IFAC that WeCAN is making a difference in bringing diversity to the accounting profession.
- The launching of WeCAN chapters in the ICAZ chapters in South Africa, UK, Australia and Botswana
- The seamless passing on of leadership of WeCAN with not just a carrying of the vision, but an enhancement of the dream.
- The visibility, profiling, and demonstration of women capabilities and influence across professions that WeCAN has done and continue to do in its Women's month campaigns.
- The launch of the WeCAN pad campaign to help the under privileged with sanitary ware. The WeCAN really wore their hearts on their sleeves and led by example that social issues affecting other women are for us to face and deal with as more privileged women.

6. What hobbies in your personal life give you the most satisfaction and why?

- Reading- it broadens my mind and exposes me to places I have not been through reading experiences of others. It gives me access to people and mentors I would otherwise never be able to reach i.e., John Maxwell, Mary Kay Ash, Robin Sharma etc
- Exercising- it always gives me the energy I need for the day and the happy kick

7. What keeps you going when the going gets tough?

I am sustained by God, I rest under the shadow of the Almighty. Psalm 91 and 23 are my guiding light and assurance in times of trouble.

Prayer and meditation are my recourse. I also seek wise counsel from my vulnerability circle (personal Board of Directors)

8. What advice would you give women looking for non-executive board seats?

Invest in your personal brand and visibility. Be known for professionalism and excellence in the process. You will be sought out!

9. How do you keep your physical, mental, spirituality in balance?

All the answers under number 7 keep me in balance. One should never walk alone (the one thing i take away from Liverpool FC "You'll never walk alone"), Creating a circle of support is critical. Isolation is a trick the devil has used for long to pull people down, Surround yourself with wise associations as the book of Proverbs suggests.

10. What advice would you tell 20 year old you?

- Your today matters, do the right things today, study, accumulate experience, and your future will respond accordingly.
- Read the 4 agreements by Don Miguel Ruiz and you will never major in minors in your life.
- Be deliberate about your friends and associations
- Life gives you back what you gave, Karma never loses an address and can work both in positive and negative ways.
- Be the young adult you would want your child to be, they will learn from the life you lived more than what you say.
- Set smart goals about your personal life and be legacy minded.



Community Articles

Oceania Chapter

The WECAN Oceania Chapter was officially launched about 18 months ago in May 2021 and now sits with just over 50 female ICAZ members based in Australia, New Zealand and Papua New Guinea.

Being a Chapter in its infancy our core issues have been to establish a platform to connect especially being so geographically dispersed. We also have sought to establish a Welcome Pack - an initiative to reach out to newly arrived members and assist them to settle into the area; by providing advice, mentoring and most importantly a community as they take such a brave step into the next step of their career.

At present we are endeavouring to meet up physically in our respective states, with a couple of states finding common interests to bring ladies together. Our aim is to have more regular face-to-face events within the year as we look forward to deepening existing networks and making new connections.

If you are based in our Region and would like to be put in touch with your State Representative please email wecan@icaz.org.zw and we will be in touch.

Committee Members: *Tinashe Mudarikwa, Vimbai Mhlanga, Nyaradzo Mushangwe, Onika Ndori, Josephine Ndebele, Tambudzai Lorraine Mushambadope, Kundai Tome, Shingirai Mugwambi and Shereen Maxwell*



Botswana Chapter

WeCan Botswana hosted its first PowerTalk on the 15th of July, themed, “The Power Within”, which was well attended by both female and male ICAZ members.

The main speaker was Mrs Sheree Shereni, the Board Chair of Cassava Smartech, previously with Coca Cola Africa, as well as Charity Makawa, the CFO of the Lancet. The PowerTalk was well received and relevant to both the male and female audience.

At the beginning of the year WeCAN Botswana started an initiative to make monthly contributions for the purchase of sanitary towels for disadvantaged young women in surrounding communities. In July 2021, the Chapter made a donation to Girl Child Escort; an organization which operates in the community of Tsolamosese; a village just outside of Gaborone. The Chapter decided to provide meaningful and consistent support to this organization going forward, rather than to make once off donations to many groupings, thereby spreading itself thin.

Girl Child Network assists young girls between the ages of 10 and 17 years to navigate the difficulties of teenage hood, including peer pressure, family challenges, teenage pregnancy, bullying and drugs. Through its patron Mrs Reginah Mpatsura, it assists 24 girls, with counselling and the provision of basic hygiene products. The Patron encourages the girls to excel in school and defy the odds of growing up in the village. WeCan made a donation of pads, rollon, soap, tooth paste/ toothbrushes, school socks and towels to the girls, with the intention of consistently supporting the girls going forward. This also gave us an opportunity to encourage the girls on their education and build a bit of excitement around the accounting profession. Many aspiring CAs were born that day!

In addition, WeCan Botswana Chapter is sponsoring a girl in the Girl Child Escort group who had dropped out of school due to the loss of her mother, the family breadwinner. The Chapter assisted with the cost of obtaining a birth record from Zambia which allowed her to be re-enrolled in school after two academic years. The Chapter purchased school uniforms and

paid school fees and will continue to support her financially where possible. Her first set of results for her first term back at school were extremely pleasing.

Towards the end of November 2021, the Chapter launched the “Buy a School Bag” Campaign which we extended to all our contacts and the main ICAZ Botswana group. Through this we were able to put together a package with a school bag and stationery for 35 girls. These were presented to the girls on the 2nd of April 2022. We invited a young Motswana lady who grew up in similar circumstances to that of the girls, who recently graduated from university. She spoke to the girls about how it is possible to come out of a village and succeed. We also spoke to the girls about the art of the possible and maintaining good morals. The girls treated the WeCan ladies to various performances from their recently formed Drum Majorette’s group in which all the girls participate.

In March 2022 the Chapter was able to assist another girl who passed her Form three exams, but whose mother was not able to raise money for uniforms and fees for Form 4. We were able to assist this girl to proceed with school.

On 21 May, in line with the main WeCan five year celebrations, the Chapter held a fun filled luncheon in which the ladies were able to spend a very cold Saturday afternoon unwinding and advising one another on how to navigate the challenges of being professionals, mothers and parents.

WeCAN Botswana continues with its main objective to make a difference in the lives of the less fortunate girl child in Botswana in addition to providing support to women Chartered Accountants working and residing in Botswana. The support the ladies give to each other has been tremendous and appreciated by all.

WeCAN Botswana managed to buy some winter jackets socks and shoes for 40 girls at the Girl Child Escort. This was all made possible by the monthly donation the ladies have been contributing. Its how amazing how a small amounts put together can have a huge impact in someones life.



Student Support and Development Committee

Student Support and Development mandate:

Our mandate as the Student and Support Development Committee is to devise ways to ensure female members interact with/to inspire, encourage, and promote female students through their journey to becoming members.

Members of the committee:

Tatenda Muronda (subcommittee chairperson), Tatenda Zimondi, Evelyn Macheka, Olette Kuwanda, Tinashe Chikara.

Quarterly update

A webinar on Exam preparation was held on 18 August 2022, which attracted over 200 students. The objective of the webinar was to deal with exam pitfalls by providing good examination techniques and tips. The webinar was well attended with more than 200 students attending.

The webinar was facilitated by Renias Sangoya, Christabel Sibanda and Vimbai Murenga.

We work closely with Secretariat and CASS to ensure that we reach more students to set a firm foundation for the future CA.

The year in pictures

SA Chapter breakfast hike at Cradlemoon Lakeside Game Lodge, Muldersdrift



UK Chapter networking event



WeCAN Committee Farewell Lunch to past three Chairpersons (Gloria Zvaravanhu, Duduzile Shinya and Rufaro Maunze) - Harare



WeCAN Pads handover to Kunashe Foundation



ICAZ 2022 Winter School WeCAN Session

Shifting Gears through investing in diversity and inclusion.

Panelists:

Tatenda Zimondi: Director - Grant Thornton International Ltd

Tapiwa Chizana: Partner - Deloitte & Touche

Moderator:

Janice Sambaza: Managing Director - Ivhu Advisors (Pty) Ltd and WeCAN Chairperson

Janice: When we look at a study of 1 000 companies in 12 countries that McKinsey looked at, they found that organizations in the top 25 for gender diversity among executive leadership were likely to outperform on profitability by 21% and value creation by 27%. Do you think enough is being done to support the progression of females in their profession?

Tapiwa: I think it is in numbers, but not in influence and consequently earnings. I think a lot of organizations will recruit well, stats will probably show that there might even be more females recruited, for example. However, like a pyramid structure, as you go higher and higher, then the number of females kind of getting smaller and smaller. So I think the challenge and opportunity is about unlocking that narrowing effect that happens, but I think enough is being done at a base probably more needs to be done as part of that journey to the top.

Tatenda: My response is, not yet. I think there's hope and there's definitely movement in the positive and I am optimistic.

Janice: Why is this conversation is important and why is this a business case?

Tatenda: This is a question that continues to be asked, "if I'm a business, and I am profitable and my revenue targets are in

the right place, why do I need to invest my resources in gender equality?" We have moved from "it's the right thing to do" as a response. Definitely stakeholders expect it. I recently prepared an RFP where we had to go deep into detail around what gender policies look like as an organization, so I think at the end of the day, we're beginning to think about. We need to be able to present the business case for gender equality because our stakeholders expect it. Our customers expect it for us to remain attractive. Organizations need to articulate the business case for gender equality and be more deliberate around putting actions and invest in it.

Janice: There was a global study of inclusive leadership by Catalyst, which showed that the more employees felt included the more they presented citizenship behaviour. What is the firm doing right that can be adopted in corporate?

Tapiwa: The structure of corporates is different from firms. I think in a firm the trajectory to being promoted is certain, which is not the case corporate. The issue of diversity is something that actually makes it to the board of the firms. When we are talking about talent, diversity is actually part of the conversation. However, it is not often you see diversity as a discussion in important minutes for corporates. I think the diversity conversation should have the highest audience within the corporate world for there to be significant traction.



Janice: Retaining talent is a great challenge and we're seeing now that it's not just in corporate but also in a firm environment. There was a Grant Thornton report that showed that action is being taken by businesses to increase gender diversity globally. There was also research by the Boston Consulting Group, which found that offering flexible working opportunities is the most effective policy for improving gender diversity with 51% of the respondents ranking it among the most effective measures. What are your thoughts and what are your experiences on this?

Tatenda: I certainly I guess agree from my own personal experiences, because I work in an organization that recently, because of Covid-19 implemented, flexible working policies and from where I sit, because I work rather flexibly, I do agree that to a certain extent, having policies around flexible working have gone some way in helping the organization retain diverse talent. And at the same time, recruit diverse talents. So certainly some organizations over the last two years, have come on board with really good flexible working policies and procedures which has seen some employers to be attractive to potential employees. I think the effects have been quite positive. Working flexibly is not without its challenges, but from a personal perspective I've had the opportunity to build my work tasks around the routines of my children. So I have found that ability to make some of those decisions from the family side of things, to the work side of things to be quite good for me in the last two years.

Janice: I aware that some organisations are asking people to come back to the office, which can be a deterrent to exactly what you're trying to describe now because bosses are saying the quality of the work is just not what it used to be and they don't have a handle on what people are doing during working hours. How do we manage that?

Tatenda: So it's like you're in my in my mailbox right now, because we just did get an email that we have to return to the office and the first thing that was in my mind was how I was going to plan myself around picking my kids and doing homework with them. There is a part of me dreading it a little, but looking at how my life has been over the last two years from a stress, burnout and an inability to really switch off from work, its time the offices opened up again. A lot of organizations need to also consider the option around hybrid working, because I think that will go a long way to support female employees in the workplace.

Janice: Do you think it hybrid working works in a Zimbabwe environment? Have we been able to get it right?

Tapiwa: I don't think we've got it right. I think my experience with it hasn't always worked and it's a pity, because you know it's also a bit unfair to punish the few good because of a few bad experiences. With communication, organizations can probably work hard at making it work but it hasn't been easy.

Janice: I will stay with you and I want you to be brutally honest with us as women. Are we doing enough to be promoted, to be sponsored, to be considered for opportunities? What can we do different if we are not doing enough?

Tapiwa: My personal experience is that the females actually make better auditors and have a lot of value to add. However, because we do operate in a patriarchal society and environment, I think the ladies need not take certain things personally, you need to have a thick skin to remain in the conversation and not take offense. Secondly, not all males are chauvinist and you'll probably find that some of your best sponsors could actually be male, which would encourage your progression in the organisation.

Tatenda: We need to learn to speak out a little bit more and I'll probably be the first one to say it's not easy. There may be situations where you feel you've been treated unfairly and in some situations the other person doesn't even realize it. So again, avoiding taking things personally but also speaking out when you feel that you've been unfairly treated or there are micro-aggressions in the office space. As women we need to learn to lift our hands up for opportunities in the workplace for different platforms. Last but not least, we need to do more of supporting upcoming women. Sometimes we look ahead and see those that have done more for us and we need to do the same for those that are coming behind us.

Janice: A Grant Thornton report states that the increase in the proportion of senior roles held by women may be due to better access to leadership opportunities, thanks to altering working practices. Three quarters of those that were surveyed in this report believe changes in work practices due to Covid-19 will benefit women in their career paths in the long term. What has your experience been and how can the benefits stay with us in the long term?

Tatenda: Working flexibly had some positive benefits for me personally, but at the same time it hasn't been quite as positive for others. We talked about the great resignation, and Deloitte did a report quite recently about the Deloitte women at work. The report went into so much detail around how women who worked flexibly reported really high levels of mental health. Positives that we can still hold onto is making sure that we work on the softer side of things when people work flexibly and making it as comfortable as possible for someone to feel that they're not going to miss out on opportunities, because they're not physically present in the office. Organisations need to move from wanting to see someone physically in the office to assessing performance instead.

Tapiwa: The reality is because we've tasted flexible working and it's going to be difficult to totally weed it out of the system, which I think is a good thing. People in the corporate world have experienced employees working flexi time so I think it's up to each person to demonstrate to their superiors that they can add value and deliver even if they're not in the office.

March Women's month profiles



TARI MAKANDA
CA (Z), CAANZ

INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Director – Grant Thornton Australia
Board Member and member of the Finance and Risk Committee of Sisters of Good Samaritan Foundation
Vice Chairman – Zimbabwe Australian Catholic Community Sydney

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

- (a) It means removing inconsistencies in the messaging we deliver to our girl child. As parents we tell them every day the sky is the limit if you work hard, follow your dreams and then for them to wake up one day and realise society has imposed barriers or rather ceilings to how far a girl child can go or what they can do is heart breaking.
- (b) It also means society not getting parents worked up for not having male children.
- (c) It means more celebration of diversity and valuing it by being transparent in terms of remuneration within organisations.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

That it is unacceptable to normalise gender inequality without challenging it. Back then that is all we knew, we were surrounded by inequality but never challenged it because that was our "normal". It is unacceptable for the whole senior leadership team and the board to be male, unacceptable for women to be tagged as angry because they are raising their voices just to be heard and definitely unacceptable for females to be paid less for doing the same job. We need to challenge that every day and accelerate the pace towards gender equality so we pave the way for the next generation.



SANDI ROBERTS
AGRIBUSINESS SPECIALIST

INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Managing Director BioAg P/L
Independent Board member and Audit Committee Chair ProPlastics
Committee member of Market Linkage Association (MLA)

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

The agricultural sector has a dearth of women in leadership positions along Ag value chains, including primary agriculture. Although women make up the majority of the work force on farms, there are very few women seen in senior positions such as foremen, tractor drivers as well as farm managers/owners. #BreakTheBias means women intentionally taking on more leadership roles not only on farm but throughout the Ag sector inclusive of Ag finance.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

How to focus more on leadership and negotiation skills rather than technical capabilities. We spend many years enriching our technical capacity at university and continue to invest in further education but we really need to learn how to 'lean in' and build emotional intelligence so that we can add value when we take our place in management/leadership circles.



CHIEDZA MUTSETA
CA(Z)

INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Africa Financial Controller - Bboxx

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

Embracing diversity, having open engagement without preconceived judgements and/or expectations. The confidence to dream big and take risks and not living according to societal norms.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

Build your network and embrace mentorship. Don't be afraid to fail and don't be too hard on yourself, you are doing just fine.



CHIHO CHENGETAI SACHIKONYE
Lawyer

INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Company Secretary and Legal Advisor
Zimbabwe Platinum Mines (Private) Limited

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

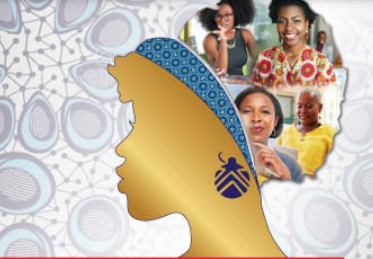
Mao Zedong made a powerful statement "women hold up half the sky", being an acknowledgment of women's ability to contribute beyond the home. Breaking the Bias means an acknowledgment of the incredible capacity and contribution women bring to every table on a daily basis.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

Believe in the power of ONE. You only need one person to believe in you; that one call to positively change your trajectory; that one introduction; that one client. Beware the quagmire of quantity.



THAMMARY RUDO MADZONGA
SOCIAL SCIENTIST



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

- Chairperson Zesa Staff Pension Fund Board of Trustees
- Secretary to the Zesa Pensioners Association
- Operations Director, Splendour Gallery Bridal Company

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

BreakTheBias for me means one should strive to overlook gender differences and give everyone a chance for any opportunity that may arise. A human being, male or female, with the will to do so, can achieve the desires of their heart.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

Being a woman does not make one inferior.



TAPIWA MHLANGA
CA(Z)



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

- Financial & Strategic Advisory Manager (RSM UK)

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

Having started my career 10 years ago I worked in a mostly male dominated environment but I am very excited to be part of the change for a more inclusive world. Over the recent years I have worked with more women in top influential roles which has been the greatest factor in getting me where I am today.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

The sky is not the limit baby girl! Attempt that impossible , the worst that can happen is the adverse outcome but the experience is invaluable. Your life journey is going to be full of self-doubt, tears and disappointment but that feeling of accomplishment when you go out into the world will make all the experience worth it!



VALETA MTHIMKHULU
BANKER



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

- Retail Director at Absa Bank Botswana
- Board Advisor for Ba Isago Faculty of Commerce Advisory Board
- Board member ZimbabweWorks
- Mentor

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

Breaking the Bias for me personally means being honest with myself first to the fact that I have biases – some conscious and some unconscious. I believe I must own this truth in order to fully self-aware and be open to the views of others. It also means suspending judgement based on my own beliefs and world views. I view this as a lifelong journey of listening, reflecting, learning, and hopefully becoming better each day. As a female leader, it has also meant being forgiving to others when I myself have faced unpleasant situations as a result of gender and other biases, understanding perhaps that I may have a role in making the person aware of the bias they have exhibited rather than being angry or emotional, and maybe start them on their own journey towards positive change. In the words of James Frey "Live and let live, do not judge and take life as it comes and deal with it, everything will be ok." Perhaps not as simple as all that, but certainly an outlook that helps to #BreakTheBias. I have also learnt that it is not helpful when as women we make ourselves martyrs of our own struggle but that it is better to be agents of change. This may mean helping change a policy, campaigning against commonly accepted discrimination, using our voices around board rooms to voice out what may be easily taken for granted. From this perspective, I believe that the first step to equality and non-discrimination is to be first self-aware and also aware of what is happening around you, and whilst being accepting of different worldviews and opinions, to also use that knowledge in every sphere of influence to be an agent of change – for there is still much to do to #BreakTheBias.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

Understand your own value; and be unshaken in your self-belief and self-love. If you are ever under-valued, unappreciated, under-paid etc. – it is not what you deserve. Understand this and be your own agent of change.



JULIET MUFUKA
Nurse, researcher & programmer in the field of HIV/AIDS



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

- Project / Clinical Coordinator for Key Populations at CeSHHAR Zimbabwe
- Mum of 2 and Grandma of 3

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

For me it means, the world should stop discriminating women against getting into leadership roles or positions of influence. We should ALL let the playing field (in talk and in action) be equal regardless of gender and ethnicity.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

That there are no positions suitable for men only, I now know women are great leaders, great influencers, and great achievers. They are capable of doing anything done by the opposite gender, and often times even better. Had I known this 10 years ago I would be in politics being minister of health and child care or better still, running in the presidential elections in 2023.



CHIDO RANGANAYI
Economics and Policy Analyst



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:
University Graduate – at the start of my career

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

To me, #BreakTheBias means a complete liberation from the perspective of women that prevents a woman from showing up in the world authentically. It means being able to be judged by our actions and not assumptions, and to have our differences respected and not demonised. When institutions, social narratives and every part of society not only view competent women as 'the norm' but make room for and allow individual women to live out their own stories and dictate their own futures, then we would have broken the bias – in my opinion. It's about turning empathy into actions that rebuild society from the mindset up.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

I wish the younger version of me was more forgiving about my growth process. Becoming isn't easy, but I thought that all my accomplishments had to look perfect, which was suffocating to my real self because I thought women on the road to success had to do it without error. I wish younger me knew the value of failure, versatility and recuperation, and that I understood the power in numbers and not isolation. I wish I had known that I didn't have to be superwoman, and that success while being your authentic self is much more fulfilling than success while being the (non-existent) 'perfect woman'.



TRACY MPOFU
CA(Z)



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Group Chief Finance Officer
Board Member for several Company Boards

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

"Bias is a disproportionate weight in favor of or against an idea or thing, usually in a way that is closed-minded, prejudicial, or unfair. Biases can be innate or learned. People may develop biases for or against an individual, a group, or a belief. In science and engineering, a bias is a systematic error." (Wikipedia)

Bias means prejudice and usually becomes habit forming where one ends up with an unreasonable predisposition that favours or is against a person or something.

It is a well known fact that women have suffered discrimination over centuries and there is still a lot of inequality that is driven by long held traditions. In whatever context bias happens, it is important that society is socialised to break these long held biases to bring about gender parity and foster a world free of bias in its various forms.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

It is a competitive and demanding world that we live in. We have to keep running just to keep our spot. If I had known that life is a marathon, the younger version of me, would have slowed down and taken more time for myself and those around me to enjoy the things I love to do like reading books, spending more time with the family, my social circles and service to the Lord. Life is about balance, but how often do we embrace this?



CYNTHIA BANGA-MUNEMO
CA(Z), CIA



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:
Group Internal Audit Manager

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

Seeing, accepting, celebrating & valuing people for who they really are, not what we think they should be - the difference is different and that's perfectly okay.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

There is no knight in shining armour - I am who I was waiting for.



GERTRUDE MUTSAMWIRA
SYSTEMIC COUNSELLOR



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Founder and Head Counsellor: Jekeso Enlightenment Trust

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

To me, #BreakTheBias means women asserting, committing and believing in themselves that they are equipped with the skills, knowledge, tools and zeal to be equal partners in any field and demystify the biases, prejudices and notions that have been held for years. #BreakTheBias means that women should stand tall unashamedly and declare that they are anchors of humanity and nurturers of nature and can bring the balance that this world needs to be a better place.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

Positively affirm my dreams! Self doubt and self sabotage were the greatest hindrances to the manifestation of my counselling business and I wish I had started to positively affirm my dreams at a younger age to quickly actualise the different things I had envisioned myself to have and be. Be kind to myself! I wish I was much kinder to myself and accepting that in my life's journey, a lot of its lessons are what have made me the diamond that I am today. I am stronger than I thought I was! I wish I knew that on the days that people used their words and actions to try and break me, that these were the fuel that I needed to triumph over them and more importantly, triumph over the negative perceptions of myself I had helped them build.



CHIEDZA PASIPANODYA
REFUGEE PROTECTION
POLICY AND PROGRAMMING
PROFESSIONAL



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

- Co-Founder, Uthando Consulting Group
- Board Member of Wanasah Mental Health Services for Black Youth
- Radio Show Co-Host of 'Bho Here? Conversations you wish you had natete'

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

- (a.) Safe workplaces so women don't have to be afraid to enter certain positions or go to work
- (b.) Safer communities so women can go for a walk or go for a run or use public transportation without fear.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

- (a.) That perfection isn't something to strive for – who she is was good enough
- (b.) That you can't give from an empty cup – self-love is important.



**TASHINGA TRISH
CHENGETO CHIMUTI**
CA(Z)



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

- Chief Financial Officer for MASCA,
a medical aid society that is registered and operates in Zimbabwe.

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

Being a young single mother, I fight daily with certain prejudices that if it were not for my support structures, steadfast belief in God and the strength He gives me to conquer regardless of my biophysical make, I would not be where I am today. I believe that in as much as I cannot change the world at the click of my finger to eliminate gender, race, age or any other biases in the society and in the workplace, I have started by changing the world of those that I influence by walking the talk and not allowing myself or those around me to discriminate, be discriminated or make decisions that are influenced by human characteristics that eliminate objectivity. This is what '#BreakTheBias' means to me.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

I used to pressurise myself to conform to societal expectations, much to the expense of my peace, career progression and excellence. I thought that I needed to sacrifice my career, be more agreeable and take a step back so as to be a good member of the society, employee and mother. I wish I had the exposure and knowledge then that I now have, that has made me realise that this was just me limiting my own capabilities.



MOLLEN MUKUZE
Chartered Accountant CA(SA)
Registered Auditor (RA)



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

- Managing Director Brendmo Accountants
- Audit Committee Chair Ahoyi Africa
- Audit Committee member – Northern Conference SDA church

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

To me breaking the bias is being conscious about and doing something to change the stereotype or prejudice caused by society, culture, or even racial privileges. For me any level that I find myself at, be it in business or any other societal roles, it is key to know that I am influential to the changes that the world needs. To me, that's one step towards breaking the biases. There are a lot of biases that have, for instance, resulted in the percentage of women in the boardroom globally being very low. The minute I step my feet in critical roles where women are underrepresented, change should begin with me and expand from me henceforth.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

There are many lessons but I'll mention one: I wish I knew that lamenting over the past will not change the present and the future. The future needs to be imagined, envisioned, or created and worked towards. The future won't happen on its own but requires dedication, discipline, and lots of hard work.



**GETRUDE CHIEDZA
MEREKI**
CA(Z), CA ANZ



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

- Senior Audit Analyst, Deloitte Australia

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

Breaking the bias to me means challenging the stereotypical norms in the workplace and in the community. Not accepting any limitations because you are a Woman. It is challenging oneself to break barriers stopping you from excelling because of your gender.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

Don't let the fear of failure stop you from going for new challenges. I wish I knew that it was okay to fail in life. You grow by trying out new things and not staying in your comfort zone. Failure is not the end of the road, you pick yourself up and do better next time. Never second guess yourself, you can do anything you set your mind to.



TATENDA LINDA MATSANGAISE
CA(Z)



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Audit Assistant Manager

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

Break the bias to me means that young girls have the confidence to dream big and strive to be leaders in society and that they will get the sufficient support to reach their goals. It also means that leadership qualities in young ladies can be nurtured so that they can reach their full potential and be the best leaders. In a world without bias, there will be no discrimination in the workplace based on one's gender and everyone is awarded the same career opportunities.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

Don't be afraid to dream because you can do anything you set your mind to, and you have the potential to do so much more than you can imagine. Do not give up even when the going gets tough because it will all be worth it in the end.



JOSEPHINE MUTSEKWA
CA(Z), CA(SA), MBL



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Group Risk Officer- Simbisa Brands
Proud mum of 4 awesome children
Chairperson Wecan SA Chapter

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

A chance to contribute to society regardless of gender and then to be rewarded based on merit not gender.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

What you contribute to society can't be erased by words, attitude or bias so do it anyway because it will outlive you, that must be the fuel that propels you forward. You must ascend, and lead don't be afraid to make a difference. Your contribution is more important than adversity.



JUDITH MUNYURWA
PRIVATE EQUITY INVESTMENT PROFESSIONAL



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Chief Operating Officer & Partner at Zebu Investment Partners, a private equity fund manager company.

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

#BreakTheBias, personally to me, means developing the ability to see beyond a person's gender and developing a higher focus towards CAPABILITY. There have been so many missed opportunities due to bias. In addition, I also believe that we will get quicker and more effective results if we can develop a blended approach towards gender equity, where opposite genders are a part to the solution to break gender bias. For example, a DEI committee should not be complete if it does not have different genders or races. A blended approach should also be able to support an improved gender messaging which avoids creating a new line of discrimination towards anyone, not woman.

I am a mother of boys. I am also trying to play my part by educating my children to be part of the change towards "Breaking the Bias". Part of this education is reminding them to use their "assumed privileges" correctly, for a better today and tomorrow. Everyone should use their sphere of influence to work positively towards #BreakTheBias.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

One thing which stands out and a more recent realization is that parents should maybe consider encouraging children to go to mixed schools instead of schools catering for a single specific gender. Early formative years, can be game changing. Children need to learn to interact, debate and negotiate with opposite genders from a very early age and obtaining an early realization that the different genders, are all just, but human beings, created differently, but on equal terms. I am seeing the importance of this, especially in relation to understanding the different genders and their approaches to problem solving, in building networks and general interactions between genders. Relationships, networks and habits formed during childhood, might surpass those made in adulthood. This could potentially reduce gender bias and help respond to the old saying which implies "It is difficult to teach an old dog, new tricks". Therefore, urging everyone to become a steward for teaching new tricks.



SONIA DUBE
LIFE COACH & BOOK EDITOR



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:
Business Owner & Founder of The Black African Woman Movement

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

I think #BreakTheBias means living without the weight and blind spots of conditioning. At no fault of our own, we are born into a society whose primary focus is to domesticate us (the same way we domesticate animals) to fall within certain mindsets and beliefs, all in a bid to create "order". Therefore, #BreakTheBias for me personally looks like an undoing. An undoing of social conditioning and the "doing" of healthy individualization. The moment individuals can grasp that they have value and worth in and of themselves (regardless of their race, gender, age, social class, etc), is the moment they extend that very same grace to others, and actually advocate for it. And so, I back the unlearning in order to relearn the truth: that no-one is better than you, and you are not better than anyone. We all just are.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

I wish that younger Sonia knew that she was already on the money even though she was so young. She had a deep sense that the way the world was set up and presented to her was not necessarily beneficial to her true self and her full potential. I would encourage her to trust her desire to venture down uncharted territory despite her skin color, place of birth, and gender, and to move towards the empathic, smart, determined, and brave girl that she already was and would grow more into as a woman. It would have saved her time and energy had she returned to her intuition and her understanding that she already is enough and already has the answers for her life, even at that ripe age.



CHOICE DAMISO

**LEGAL PRACTITIONER
(ADVOCATE)**



**INTERNATIONAL
Women's Month**

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Secretary of the Harare Advocates Chambers Association

Board member of the Women and Law in Southern Africa (WLSA)

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

To me breaking the bias means changing the way society thinks about gender roles and accepting that women are not locked into positions of perpetual subordination to men in every setting. Women can be capable leaders of enterprises and communities

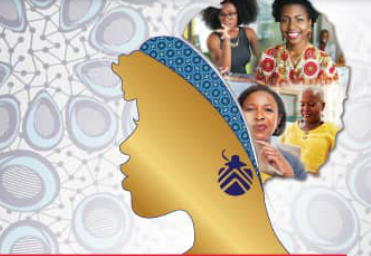
WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

I wish that 10 years ago, I had not been so afraid to take risks. I wish I had had the courage to follow my dreams to start a business.



TENDAI MATANI

ENGINEER



**INTERNATIONAL
Women's Month**

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

General Manager of Zimbabwe Silicates Holdings

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

As an engineer, I am in an industry that is male dominated and a disproportionate amount of leadership and management positions around me are occupied by men.

Breaking the bias is acknowledging one of the key issues that perpetuate this inequality. Its about calling out the attitudes and mindsets that people have about women . Its about challenging stereotypes and addressing all forms of discrimination that limit women's progress. Its about confronting the belief that somehow women aren't as capable, and its safer to bet on a man to get certain jobs done.

Its about taking intentional steps to address these biases and committing to do something.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

I would tell my younger self to be bold and decisive. To be brave enough to take more risks. I would tell her that opportunity does not wait for anyone that a window of opportunity will always close. I would advise her to quickly turn intention into action and take that first step - just do it. I would tell her that in chasing her dreams, she will probably make a few bad decisions or step in the wrong direction. When that happens, I would tell her that its ok; its part of the process and the most important thing is to critically evaluate and course-correct.



**CHARITY
MBIWA-MUTASA**

CA(Z)



**INTERNATIONAL
Women's Month**

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Assistant Manager in the Construction, Engineering and Real Estate Business Unit in PwC London Office

Project Management Officer for the PwC UK Black Network

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

That gender bias has no place in business and at work- opportunities must be available based on merit. That charity (pun intended) starts at home- check your own biases. Be mindful of the language you use, the way you treat people of different genders, and even the perspectives you hold on your own abilities and traits. That as women in leadership positions we must use our positions to speak out against bias whenever it emerges.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

Whilst having excellent grades is a foundation to success (for instance I achieved a National Top 4th position in the final CA(Z) qualifying exam), you also need to build on this foundation to be a rounded professional to progress further. You need mentorship and sponsorship, as well developing an excellent network of peers who have traversed the path before you.



LYNETTE CHINGOSHO

EXECUTIVE SEARCH



**INTERNATIONAL
Women's Month**

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Senior Associate

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

A society where everyone has equal rights, liberties, and status. Freedom of expression, autonomy, and equal access to goods, services, and opportunities.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

I wish I had known that big occasions account for only a small portion of our lives. The majority of it is made up of little ones. If all we are doing is waiting for the really big occasions, we do not value and appreciate the small ones.



REGINA TENDAYI
EXECUTIVE LEADERSHIP

INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Executive Director Suma Health Care, USA
Chairperson Glenview High 2 Former Students Association

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

Ability to embrace diversity in word and deed, practicing fairness and authentic leadership, equal access to opportunities for all regardless of for example, background, ethnicity, orientation and gender.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

Never hesitate to be ME!



ELIZABETH EDWARDS
REGISTERED NURSE,
WOUND CARE SPECIALIST

INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:
Board member of Sizolwethu Health Trust

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

The key word is personally, so I will answer according to my experience rather than an abstract idea.

As a nurse, I know that beneath the skin, we are all the same! Different doesn't mean I'm right and you are wrong, different is simply different. Breaking the bias to me has been having friends of different cultures and beliefs sit at my dinner table. It has been teaching my children by example to be colour blind, it has been having their African friends call me "Mom". It has been focusing on what we have in common rather than our differences, at the same time being interested in the differences. It has been actively loving, even though we are different; not limiting love and relationship to sameness. It has been renewing my career after my children were grown, and having my husband do the cooking and housework. It has been operating from strengths rather than culturally defined role expectations. For me personally, breaking the bias is breaking it in my own home and life so that my children grow up without bias.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

The importance of knowing oneself and operating from strengths while working on weaknesses.



LYNETTE MUTSEKWA
Chartered Accountant with an
MBA from the Gordon Institute
of Business Science

INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

CFO and a board member at Europe Assistance Africa

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

#BreakTheBias means that I will promote a world where differences are celebrated and not used to discriminate. I will not instigate any stereotyping based on dissimilarities. I will promote environments where individuals are free to be themselves. I will stand up for those that are unfairly treated as a result of labels that have been attached to them. There is much power in voicing unfair treatment that everyone else is silent about, but secretly acknowledges

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

Life is not a competition with those around me. If anything, I need to surround myself with those that have done better than myself. There is a lot more value in strong networks, sustainable support structures, relationships and sound mentors.



TSITSI KUWANA
HUMAN RESOURCES
CONSULTANT

INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

Learning & Development Manager (EY)

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

No two pieces of a puzzle are identical. But as long as one piece is missing, no matter the size, shape, colour, the puzzle will never be complete. We owe it to ourselves to celebrate our differences, whether of gender, background, ethnicity, race, religion only that way can we in turn, also be complete as a people.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

Know your worth. Believe in the power of you!



DOREEN CHIMHUNDU
TEACHER



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

- _____ Mother of 2 adult ladies and 2 adult gentlemen
- _____ Grandmother of 4
- _____ Counsellor
- _____ Chairperson of a projects committee in my church
- _____ Teacher

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

- _____ Removing negative attitudes against the girl child and women.
- _____ Removal of capping the girlchild 's/woman's goals, capabilities and ambitions.
- _____ Doing away with relegating the woman to the kitchen only and to a lower bar than the boy child/man.
- _____ Breaking the discriminatory behavior surrounding the girl child and women in terms of roles in the home, education, choice of work and salary inter-alia.
- _____ Removing stereotype.
- _____ Looking at the woman as a whole being whose standards are not measured and decided upon by the patriarchal society.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

That gender inequality is emotional and psychological abuse. Gender imbalance removes one's confidence in one's self-worth. One begins to believe that the imbalances are normal yet they are gross abnormalities that need to be strongly challenged. Leadership positions are not privy to the "chosen few" (men) but are for all. It is not proper for the women to be docile and wait for nature to correct their plight. It is right and proper for the women to cry out in their multitudes to be heard. In that regard women should rise in support of their voiceless gender and support each other to break the patriarchal status quo!



DR. ALICE MATIMBA
SCIENTIST



INTERNATIONAL
Women's Month

Together we can forge women's equality. Collectively we can all #BreakTheBias.

WHAT LEADERSHIP POSITION(S) DO YOU HOLD:

I am the Head of Courses and Global Training at Wellcome Connecting Science, UK

WHAT DOES #BREAKTHEBIAS MEAN TO YOU PERSONALLY?

It means empowering women to feel that they can achieve high. They should be given equitable access to resources and professional development experiences. They should be valued and rewarded for their contribution in making the world a better place.

WHAT ONE THING WOULD YOU WISH THE YOUNGER (10 YEARS AGO) VERSION OF YOU KNEW THEN THAT YOU KNOW TODAY?

That they can achieve anything if they put their mind to it. That they are good enough and should have nothing to fear. You just need to find the right people to mentor and nurture you into the success that you want to be. Be strong girl child!

My journey from articles in Harare to being admitted as a partner in Australia



Tari Makanda,
Partner, Grant Thornton Australia,
Sydney, Australia

Family: Husband – Auten; Daughters – Tabitha Chido (10) and Olivia Nokutenda (8).

Career:

July 2022 – current: Audit Partner Grant Thornton Australia

2017 – 2022: Audit Senior Manager – Director Grant Thornton Australia

2014 – 2017 Audit Manager PwC Sydney Australia

2012 – 2014: Trust Accountant, Scotiabank & Trust Cayman Islands

2007 – 2012: Audit Manager EY Cayman Islands

2004 – 2007: Audit Senior EY Harare, Zimbabwe

Specialisation: financial services external audit, internal audit and risk and compliance engagements.

Memberships: ICAZ; CAANZ; IIA Australia.

Awards: 2021 Women in Finance Awards Finalist for the Mentor of the Year category.

Passion: Creating platforms for future leaders to reach their full potential whilst creating space to celebrate milestones along the way.

A few months after graduating from Midlands State University, I vividly remember my first audit engagement– a JSE and ZSE dual listed entity with a 4 July year-end. As the junior team member, I had the very important task of carrying the audit files to and from the client, as well as work on cash and bank and fixed assets. How hard could it be, you would think, given that they assigned these cycles to me. It later turned out that quite a few of the branches in the Group were in remote areas and cash that would have been banked did not reflect online so we had to obtain the bank passbooks to do the reconciliations. In addition, the fixed assets were widely dispersed with some

owned and some leased...I was in over my head!! However, I got the best manager on that job, a very patient manager, great teacher whom I am proud to call a friend to this day. She taught me all the basics about the cycles and the client and eventually we got through it.

When the results were published, I felt a sense of accomplishment seeing the cash and bank and fixed assets balances I had audited reflected in the newspaper and the annual report. When I shared the news with my dad, he asked me, “So whose signature is this?”, I told him, “The partner”, and without hesitation I said, “One day I will be a partner and will sign audit opinions”. I am sure if you had known me back then you would have laughed at me- how can someone who struggled with cash and bank and fixed assets dream of becoming a partner?! That is how my journey to Partnership started, dreaming big beyond what was imaginable at that point.

Reflecting over the last eighteen years, here are some of the fundamental lessons from my experiences:

1) We continue to learn each day – In order to navigate the different jurisdictions and industries with ongoing changes in regulations, accounting standards and reporting framework, we need to continuously learn to stay relevant.

2) Importance of a coach and mentor – When I had my second daughter just after moving to Australia and into a new job, I struggled to navigate those three big changes. The support from coaches and mentors who shared their experiences with me made me believe the impossible situation I was in was a challenge I could overcome. I have since taken it upon myself to pay it forward through either formal or informal coaching.

3) Friendships and growing my network – some of my close friends and connections to date are from companies I worked for and clients I worked with. These have remained important when I just want to talk or bounce ideas.

4) Celebrating every success or win – it was a culture at EY to celebrate exam results with drinks, the fancy lunch with the CEO or even the famous Troutbeck trip. To this day, it is tradition in my family to celebrate any win, be it an academic award for my daughter, a completed marathon for my husband or finishing a challenging assignment.

5) Create a path where there is none and leave an impact - I told you before that I graduated from MSU, but what I didn't tell you is that I was the first in my family to graduate from any college!! I was also the first person, and the only one in my stream from this little-known university to be accepted for Articles at EY. More have since followed behind me.

6) Overcoming self-doubt – something I still struggle with even to this day but over the years through experience I have learnt to manage it by having a lot more self-belief and seeking help from my mentors when needed.

7) Creating space for what matters in life – The articles programme involved balancing school and work, a skill that came foreign to me at that stage, but I eventually successfully mastered it. This is a daily skill I require now to balance my family, my work and my personal interests including my mental health. I have learnt to prioritise what matters at that point.



African entrepreneurship: Women at the frontline

By Manyara Chigunduru, Managing Partner of Marianhill Chartered Accountants and ICAZ Senior Vice President

Akinwumi Ayodeji Adesina, President of the African Development Bank (AfDB) once said,

*“Our goal is simple:
To back women-owned businesses,
spark innovation and unleash
prosperity for women across Africa”.*

As we celebrate women’s entrepreneurial achievements, let us not forget that many national governments across Africa have set a goal to support women entrepreneurs in a way that guarantees prosperity to societies.

Women are increasingly a highly visible part of the economy, venturing into many entrepreneurial endeavors through selling all types of products and services for gain.

Women’s entrepreneurial efforts are driving their economic emancipation and empowerment in many African economies, and it is interesting to note that Sub-Saharan Africa is one of the few regions where women make up the majority of self-employed individuals.



Manyara Chigunduru, Managing Partner of Marianhill Chartered Accountants and ICAZ Senior Vice President

This on average suggests that most women-owned businesses have fewer employees, lower productivity, lower revenues and lower profits. With such low profits, their contribution to the enhancement of African economies is also hindered in many ways.

Across many communities in Zimbabwe and Africa, women-owned businesses contribute little beyond basic subsistence. This, to a greater extent, limits the potential of women entrepreneurs across Africa to create sustainable, intergenerational wealth and in turn subdues prospects for sound economic growth.

Women's economic emancipation requires that they become the backbone of African economies with their business activities expected to account for the majority of Small to Medium Enterprises (SMEs) in basically many sectors of the African economies.

This then calls for women's full economic empowerment to increase productivity levels, development outcomes as well as enhancing economic efficiencies, which will achieve inclusive growth and enable the SMEs to graduate to large conglomerates.

Thus, women owned businesses can play a crucial role when nations create or embrace policies and practices that prioritise efforts that are specifically directed at growing their businesses.

In general, African women represent the majority of the total population across the continent, and they contribute immensely to the economic sustenance of many families. However, their productivity is comparatively lower than that of men because women often lack access to vital resources to improve their output, be it in manufacturing, services sector, agriculture or any other sector of the economy. As if that is not enough, they are often excluded from the most profitable segments of the value chains that men participate in.

Their hindered access to resources invariably reduces their capacity to leverage entrepreneurial and other business opportunities resulting in a lot of women owned businesses struggling to compete at national and even on a global scale. Various forms of discrimination often underpin women's lower access to some assets. A number of African governments have made huge progress in dealing with gender discrimination in business, but social norms and customs in some jurisdictions still give men more control over property and significant sources of collateral. Even where nations provide equality at law, social norms continue to hinder effective implementation of meaningful women economic empowerment.

Due to many retrogressive social norms, most women in business are forced to operate in less profitable sectors and become victims of adverse circumstances as they divert most of their time and their hard-earned capital away from their businesses towards domestic needs, in children's health and education. As such these businesses have suffered a lot of stagnation thus failing to meaningfully contribute to the growth of their countries' Gross Domestic Products (GDPs). Sustainable Development Goal (SDG 5) Gender Equality calls for the end of all forms of discrimination against women and for their full participation in leadership and decision-making processes. It fosters equal rights to economic resources, financial services and empowerment for women through technology and calls for enactment of the enabling legislation to foster greater gender equality.

To have a level playing ground in the business world, it is critical for national governments to implement strategies that put in place targeted economic enablers that ensure that women owned businesses can flourish and compete fairly.

This means women focused legislation should be considered in order to remove the old-fashioned ways of doing things and foster growth for women owned businesses. It is a call to all lawmakers, policy makers and leaders across the continent and the world at large to spearhead a major push to close all potential economic gaps for African women, "...to unlock their entrepreneurial capacity, revolutionise the financial markets to lend to women and to scale up support for policy, legal and regulatory environments to support enterprises for women."

Institutions should work with governments across Africa to implement significant policy and regulatory reforms to accelerate economic empowerment for women in different sustainable ways.

With the right policies and interventions, coupled with determination by African governments to remove this societal hindrance, there is a huge opportunity to successfully unleash women entrepreneurs across Africa and boost economic growth which will in turn lift up millions of people out of poverty within the next decade.

Whilst the process of removing barriers to women entrepreneurs might be slow, it is imperative for governments, central banks, funding institutions and international organisations to prioritise targeted interventions that ensure quick wins to women owned businesses.

These businesswomen are also the frontliners; don't we forget that!

WeCAN Celebrates the Future Female Chartered Accountant

Training as a Chartered Accountant puts you in a position to make a real difference giving you the skills and perspectives to build the tomorrow you want. Become a Chartered Accountant! Become a Difference Maker!



TINOTENDA MBERI
Audit Senior
CROWT CHARTERED
ACCOUNTANTS ZIMBABWE



LIZZY KWANGWADZAI
Accounting Clerk
EIGED INTELLIGENT
TECHNOLOGIES



MAVIS GOMBA
Audit Associate
EIG ZIMBABWE



FAITH MAREVERWA
Group Accountant
TM POK H RW



LORRAINE NGWALI
Audit Senior
GRAM THORNTON



CHRISTABEL SIBANDA
Academic Attached Trainee
CHARTERED ACCOUNTANTS
ACADEMY



RUVASHWE MAZHERO
Graduate Learner
TOWERS PERRIN



RUMBIDZAI BGONI
Audit Manager
BAKER TILLY ZIMBABWE



TSUNGIRIRAI P. MUCAMHINDO
Senior Audit Consultant
TERRACE CHARTERED
ACCOUNTANTS



SIBUSISO MPOFO
Audit Supervisor
PRT ZIMBABWE



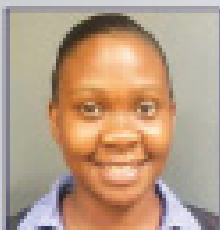
ASHLEIGH CHIKUNI
Audit Clerk
CARDINAL CHARTERED
ACCOUNTANTS



TEMURAI NYAMUTSWA
Senior Associate
PWC



SHANTEIN CHANGATA
Supervisor
KPMG



MARILYN NCUBE
Senior Audit Assistant
DELOITTE



MUTSAWASHE CHIZHANDE
Audit Associate
MARRIABLE CHARTERED
ACCOUNTANTS



TINOTENDA MWATURURA
Audit Senior
EF



Visit our website www.icaaz.org.zw

#BreakTheBias



INCORPORATED IN 1918

A member of PAAB, RAFA, IFAC and CAW

Integrity House, No. 2 Bath Road, Cnr. Sam Nujoma Street
Belgravia, Harare. P O Box CY1079, Casway, Harare, Zimbabwe
Tel: +263 242 242 252672, 707371, 707603, 707670, 707369
VoIP: +263 86 7700 4297, Email: publicrelations@icaaz.org.zw



My journey as an Entrepreneur

My name is Mollen Mukuze Kariga. I am CA(SA) Registered Auditor, Tax practitioner and Business Consultant. I am the Managing Director of a fast-growing Accounting Firm. I have always been an entrepreneur from a young age. It was not by choice but by circumstance. Looking back, the seeds of entrepreneurship were sown as early as grade 4 in primary school. I grew up in a low-income family living in the Nyakunu Village in Mutare, Zimbabwe. When my father passed on when I was still in grade one, my mother was the one who made sure my three siblings and I were catered for. Being a subsistence farmer, she learned to sell vegetables and knit to supplement her income. That environment ensured that entrepreneurial values were planted and cemented in me. Today, I do not despise my background.

I was known to sell Mashugashuga sweets and bubble gums at school. To diversify my product offering, I sold wool to my friends, which was left over from my mother's knitting business.

During weekends and holidays, my mum used to give me a basket full of vegetables to sell as I went around the village. She would give me one simple instruction, "Ensure that everything is sold out, Mollen". Back then, I considered it harsh, but it sharpened my selling skills, built resilience, and taught me that there is no room to do half job in entrepreneurship. That harshness can be seen all around us from the economy and life itself.

I remember, at some point, there was an outbreak of people stealing vegetables from people's gardens and selling them. Yet those vegetables may have been sprayed with pesticides, making people sick. This resulted in people no longer trusting those who were selling vegetables. I vividly remember getting to a certain home to sell vegetables where there was a mean lady. Before she bought one bundle of vegetables, that lady asked me to eat the raw vegetables to prove that they were not poisonous. Looking at that now, I understand that, as an entrepreneur, your systems will get severely tested. Nobody knows you when you are a start-up. You will need to work very hard to prove yourself and show that you have a product worth considering. You possibly need to dispel the myth that, as a start-up, you probably need to render your service at a cheap price.

As a grown-up lady, my journey involved selling things at various stages of my life. I have sold Tupperware and Avon while doing my articles and once joined the Amway network marketing company.

I drew most of my inspiration from 2 ladies, namely my late mother, who could do it all from farming, knitting, and community leadership, and Zindizilwa Nkonki- she doesn't know she was my secret mentor.

People close to me knew I always wanted to run my business though I didn't know the type of business. This is not because I was motivated by money or freedom but by wanting to make an impact to see growth associated with Mollen. That's my biggest motivator. I believe freedom does not exist when you are in the growth stage of your company therefore should not be a good reason to start a company.

I sold my vision to my friend and then studying partner, Brenda Hurudza, and she was also brave enough to join me in forming Brendmo Incorporated. We started cementing this while studying for our SAICA Board 2 exams. We were motivated and did company registrations soon after the exams. Bravery is core.

I was not fussy about details regarding the company's name because I focused on the bigger picture. When brainstorming, my husband, Romeo Kariga, suggested that the company be called Mobrend or Brendmo. We thought Brendmo sounded good, which became our company name in 2015. I didn't have any limitations that I considered. I did not regard my qualifications, experience or lack thereof or being in a foreign country as a deterrent.

The learnings from my early days in business are that you need laser focus and positivity to accomplish a goal. If you don't have those, you can be paralysed by processes and thinking about things you don't have. To date, I thank God I never allowed the things I didn't have as I started the business to deter me.



On the entrepreneurship journey, you will face reality. If you have started a business, you know that building a brand is not child's play. In our early days, I grappled with the question of who our customers were. That tested my thinking and commitment. We had to write down whom we knew and send emails introducing ourselves and what we were offering. It was a shallow way of trying to acquire customers. Little did we know that people who saw you grow or know you would not be your customers. Those people usually struggle with trust issues. So more innovation was needed to acquire customers. Sadly, we never got a client from our circles of friendship. Indeed "A prophet has no honour in his hometown". That's a profound lesson there.

Your abilities are developed more when you enter unknown territories and leave your comfort zone. So innovation and strategic thinking are a must. If you are not known, you must do everything possible to introduce your business to the relevant market. We had to go to networking events and knock on doors. As a Seventh-day Adventist, I had done home visitations before and so had exposure to it. The difference was that you set an appointment with home visits, and someone would be expecting you. Whereas knocking on businesses door to door was like my childhood with a basket full of vegetables knocking door to door. At least my mother had taught me that already. So it was doable. From our door-to-door efforts, we got one client we cherish to date.

Multitasking and less regard for job title was the order of life. In the beginning, I had to be able to do everything myself. When you start, you are everything, bookkeeper, CEO, Director, employee, and business development person. I don't think the balance often preached exists when starting or running your business because creating something will require you to compromise something. That taught me to leave behind the vision of the superwoman because time is very limited to perform both. At some point, I used to thoroughly sweep my bedroom after two weeks because I didn't have time to do it myself, yet I had a helper. I had to break that and told her to sweep my bedroom. I learned that some norms might need to cease holding me back for me to birth something bigger. There are some societal things I don't value now.

The entrepreneur journey needs commitment and sacrifice. As a qualified Chartered Accountant, I had to forgo a considerable fixed monthly salary. My commitment is such that I have never sent out my CV looking for work ever since I started Brendmo. You don't commit when things are good only but in difficult situations as well.

As years went by, Brendmo started to have traction, and we moved from operating from home to someone's garage to

Regus and then to having proper offices. Time and progress are measurable and should be the ones that give an entrepreneur a sense of accomplishment and direction.

Sometimes the vision is big to the extent that you forget the little things you need to achieve it. Things like defining roles as partners, job descriptions, and documenting the directors' vision, mission & goals and alignment there off when you are partners. As entrepreneurs, we also had a weakness of swimming in our dreams and neglecting the finer details of making the vision successful. We didn't think through critical details on how to achieve both our vision as partners, and that led to unpleasant consequences and the eventual restructuring of our Brendmo in 2020. It's imperative to know that every system will be tested. Through that, I learned solid foundation is critical. However, corrections can be made throughout the journey, and that is ok.

The journey demands growth on a personal level as well as on a business level. Otherwise, the growth of the business you are building can outpace your growth. The journey demands that you read, research, and look for help and support. I am proud to say I am still on the journey and am growing. Brendmo, headquartered in South Africa, has set its footprints in the United Kingdom and Zimbabwe and is still to reach greater heights with its Accounting, Advisory, Tax & Auditing services. Playing in the SMMEs sector, innovation and being impactful to my clients has been and is a significant contributor to my growth and that of my business.



Mollen Mukuze Kariga. Iam CA(SA) Registered Auditor, Tax practitioner and Business Consultant.

No glass ceiling for women

Article by Ndamu Sandu, Business Times on Margret Chipunza

Margret Chipunza, the NMBZ chief finance officer, believes the glass ceiling has been shattered and it is up for women to grab the opportunities available. “I believe it has [glass ceiling has been shattered] and there are great opportunities for women who have the right attitude, qualifications, experience and networks,” she said.

Business Times, the country’s leading business and financial publication, will be profiling female executives to celebrate Women’s Month. Chipunza, who has been occupying the CFO’s post for the past six months, said setbacks should not hold women back.

Rather, they should use the setbacks as a springboard to attain their goals. “The sky is the limit. Believe in yourself and work hard. If your attitude is right and you are grounded in the right principles in life you will go far. Don’t let minor setbacks define your future, instead use them to fuel your success,” said the executive who was “raised by a very determined mother who did her very best for me and my four siblings”.

Her philosophy is “it’s never too late to be what you might have been”. “I believe the past does not define anyone and we can always be whom we have dreamt to be,” Chipunza said. The chartered accountant by training described her stint as CFO at NMBZ as both “exciting and challenging”.

“There is a great deal to learn and I am equal to the task. As a senior professional in the sector, a lot is expected of me both as a leader and role model. I have been blessed to be very empowered and supported as a female executive which is great,” the executive said.

Chipunza joined the Zimbabwe Stock Exchange-listed financial services concern from African Century Limited (ACL) where she held a similar post.

The two institutions are different in terms scale as NMBZ is a much “bigger institution in terms of customer base, number of transactions and number of staff”.

However, they are both regulated entities which are in the public interest due to their “deposit taking nature” so that part of it remains the same, she said. Chipunza has also worked for microfinancier Untu, ZABG and Deloitte & Touche—the right foundation that has prepared her for the top post.

“Deloitte equipped me with a very good grounding in the accounting field which is a key part of my work. ZABG helped in consolidating my understanding of financial services as an industry since the group had a commercial bank, asset management division and stock broking company,” she told Business Times.

Untu opened her eyes to the “exciting area” of microfinance while ACL’s asset financing model provided another different perspective. “After these experiences I was no longer just an accountant but a business person,” the executive said.

Asked whether cultures are different between NMBZ and her former employers, Chipunza said the banking industry has a very “conservative culture and that has remained the same”. “However, there is a strong culture of innovation within NMBZ which is both challenging and exciting. I am looking forward to seeing what NMBZ can be in the next three years,” she said.

Banks have taken the flak for getting more income from non-funded instead of interest income. This has riled depositors who feel they are being ripped off through high bank charges at a time financial institutions have been conservative in lending.

Chipunza said non-interest income is largely driven by the high transactional volumes due to digitisation of financial services. “Furthermore, the velocity of our local currency is very high. Consequently, a huge number of transactions occur on a daily basis through the various delivery channels thus increasing non-funded income for banks,” she said.

Chipunza said NMBZ have been “very active” in supporting businesses through lending facilities, in particular to the productive sectors of the economy.

“We have also gone on to raise dedicated funding via external lines of credit to support export-oriented companies riding on the support we receive from some of our foreign shareholders,” she said.

Digitisation in the banking sector is coming at a faster pace than predicted with experts saying technology would be the undertaker for the brick-and-mortar model of banking.

The executive sees banks providing most services digitally. However, this does not take away the need for face to face interaction, she said.

“I think in future we may not see the expansive traditional bank branches but more of service centres. However, there will be generations, like the digital natives who will be served completely on digital platforms,” Chipunza said.

Like all sectors of the economy, the banking industry has not been spared from the impact of the Covid-19 pandemic. The pandemic and resultant lockdown restrictions negatively affected many businesses reducing sales and related cashflows and this filters through to the banks in the form of credit defaults, she said.

The executive said Covid accelerated the digitisation of financial services and banks still needed to provide service notwithstanding the lockdowns.

The pandemic also served to emphasise the need for digitisation and the need for customers to access banking services virtually without compromising the customer experience.

“Financial institutions need to continue investing in robust ICT infrastructure as well as reliable digital channels. The other area is around cyber-security and the need to protect customers and the banks from cyberattacks. This has become a huge risk,” said Chipunza, an ambitious business leader who strives to “remain grounded in my faith in God”.

A determined, bold and caring person, the executive serves on the Council of Lupane State University.

Chipunza gets inspiration from her “personal times with God” and when she listens to great podcasts such as CFO Thought Leader and LinkedIn for Business.

She is the treasurer for a private voluntary organisation, Hope Worldwide Zimbabwe, that focuses on ECD Parenting and HIV related work.



Margret Chipunza, the NMBZ chief finance officer,

The executive is reading Measure What Matters by John Doerr and The Deborah Anointing by Michelle McClain-Walters.

She developed an interest in accounting when Deloitte & Touche came to present at her school in 1996.

“My first job after articles happened to be in a bank and I just loved how banking connects everything in the economy. I am enjoying it and I think I will stay put,” Chipunza said.

The role of CFOs or FDs in organisations has been seen as one that places more efforts on controls creating friction with other departments such as marketing which believes in spending to get more.

Chipunza said the CFO job is more about creating and protecting value for the business and have a “very good view” of the entire business and are able to make recommendations on allocation of resources that maximises value for all stakeholders.

“While it is critical for CFOs to maintain a strong control environment for value protection, they are also key contributors to strategy and business growth.,” she said.

The executive is married to a “very supportive husband” and the couple has three children.

Chipunza’s family is slowly converting her to supporting Manchester United although she remains a passionate gardener.

COMPILERS PROFILES

The bulletin was compiled by Janice Rudo Sambaza, with the assistance of Brenda Nyagona and Nokubekezela Nyuke.

Bulletin Reviewer: Rufaro Maunze-Bhebhe, WeCAN Chairperson 2020 - 2022

Cover idea: Felicity Karekwaivanane, ICAZ Registraar



Brenda Portia Nyagona is a member of ICAZ, trained with PwC Harare.

Over the past years Brenda has worked in Jersey CI, and is currently based in London. She is actively involved with the affairs of ICAZ. She is the outgoing UK Chapter Chair 2019 to 2022 and also served in various ICAZ committees such as WeCan, membership services and was one of the Co Founders of the ICAZ Channel Islands Chapter.

Brenda is passionate about giving back to society which is evidenced by a number of initiatives she is involved in. She is the founder of Benhilda Bushu Foundation which assists the girl child at Katsukunya Primary School in Mutoko and is also a mental health advocate constantly raising mental health awareness.

Brenda is known to many as Missb which emanates from her brand Missbstyleinspo that sales women apparel in Harare. Missb is a fashion blogger/personal stylist and shopper with presence on various social media platforms as missbstyleinspo.

Nokubekezela Nyuke CA(Z)

Nokubekezela, known to everyone as Noku, is a wife to Takudzwa and a mother to two daughters, Rachel and Rebecca. She is a Chartered Accountant by profession, having done her articles of clerkship with Deloitte and Touche in the Bulawayo office straight out of high school. Noku gained experience from audit junior to audit manager level in various industries, including FMCG, not-for-profit, financial services, media and IT through seven years of audit experience in Zimbabwe and abroad on various secondments.

Noku left Deloitte and Touche in 2012 to join Delta Beverages as a Management Accountant, she was then promoted to Finance Manager within the Sparkling beverages division in 2014. After over five years with Delta, Noku then joined the Tregers Group as a Financial Manager in the Plastics Division in July 2018. She was promoted to Financial Director in January 2020 and is currently the Managing Director of the same division having been promoted to that position in June 2021.

Noku is a people person and is passionate about seeing anyone she works with succeed, develop and grow. She enjoys working with teams and learning from each member of the team and believes in building lasting and genuine relationships with everyone she works with. Noku loves spending time with friends and family and cooking for her family.

Noku is a holder of BCompt (Hons) Degree from the University of South Africa (UNISA) and an MBA from Edinburgh Business School. She has won multiple awards as a business executive and accounting profession awarded by Megafest Business awards and the Zimbabwe CEO's Network.





5
Years
ANNIVERSARY
CELEBRATION