

The Zambian

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Plot No. 2503, Independence Avenue, Industrial Area, Kitwe
Tel.: +260 212 218484, Email: kitwe@mmisteelszambia.com

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EDITORIAL TEAM

Chipego Zulu (Editor in Chief)
Chipo Mtonga
Tawila Anamela
Mwenya Luchembe

CONTRIBUTORS

Kaizen Institute of Zambia
Kitwe Trades
Zambia Metrology Agency
Zambia Bureau of Standards
Bongohive



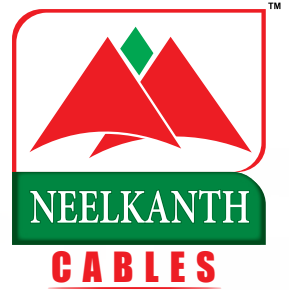


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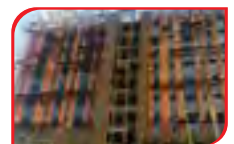
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CONGO



DRC MINING

Ministerial Foreword



Distinguished Readers,

It is my pleasure to welcome you to this 11th edition of “The Zambian Manufacturer” Magazine. I am particularly enthused to provide more insights on the PROUDLY ZAMBIAN Campaign at a time when Zambia is enhancing its efforts to achieve its set objectives under the Seventh National Development Plan towards the attainment of Zambia’s Vision 2030 of “*becoming a prosperous middle-income country by 2030*”.

The PROUDLY ZAMBIAN Campaign has long been touted as a key tool for the promotion of local consumption of locally manufactured products and services for the purpose of building Zambia. Initiated in 2004 by the Domestic Trade and Commerce (DTC) Department, the Campaign has created an opportunity for

Zambia to introduce a mark of quality, which will spur manufacturers, producers and service providers alike to enhance their quality offerings to consumers of their goods and services.

The campaign has indeed faced a significant number of challenges in its implementation that have slowed down the official roll out of the Proudly Zambian quality mark or logo onto the market. This delay was indeed necessary to ensure that the intended impact of the programme was achieved in terms of its success and integrity to various stakeholders. It is therefore my singular honour to be heading the Ministry of Commerce, Trade and Industry and working with the Zambia Association of Manufacturers at this crucial point in Zambia’s national development, when value addition is taking the fore in spurring meaningful and sustainable national development across various sectors in the economy.

It is therefore our expectation that the various issues of quality, consumer perceptions and attitude, market barriers, and capacity building needs amongst others that have been identified as hindering the consumption of local products and services, are being addressed through this joint public-private partnership to further stimulate the domestic, regional, and indeed international consumption of locally produced goods and services.

The competitiveness of Zambian products and services in an increasingly globalized economy cannot be understated. It is therefore pertinent that Zambia take advantage of its land-linked status and harness its brand potential to effectively supply regional markets with value added products and services that will in turn contribute to employment creation, wealth generation, and poverty reduction.

I take this opportunity to urge the Zambian public at large to continue supporting the development of this PROUDLY ZAMBIAN Identity by supporting Zambian brands that meet the necessary standards that sets them apart as having the highest quality products in Zambian industry today.

In closing, I wish to reiterate that the Zambian Government remains committed to ensuring the development of a conducive business environment that will spur further investments in the Manufacturing and services sectors. Improving Zambia’s participation in both local and international trade is essential to ensuring growth beyond Zambia’s limited domestic market size and low purchasing power. As such, the PROUDLY ZAMBIAN brand and logo are integral parts of our worldwide image and identity. It is therefore crucial that Zambia pursues an export-led strategy anchored in enhanced productivity, product quality, competitiveness and a Proudly Zambian Identity that effectively communicates why we must “Think Local First”.

With these few words, I invite you to enjoy reading this special edition of The Zambian Manufacturer magazine, and trust that you will gain more insights into the strides the Zambian manufacturing and services sector have and continue to make in adding value to the Zambian economy. Further, I urge you to explore the various opportunities you can harness as a Zambian people to contribute positively to the value addition agenda.

Pleasant reading,

HON. CHRISTOPHER YALUMA, MP
Minister
Ministry of Commerce Trade and Industry



“It is therefore pertinent that Zambia take advantage of its land-linked status and harness its brand potential to effectively supply regional markets with value added products and services...”

On the Horizon

think local first.



2018 marks the commencement of an ambitious journey for the manufacturing sector and the ZAM Secretariat. For the Zambian Manufacturers, the year is filled with promise anchored in the implementation of the Proudly Zambian Campaign and the roll out of the Official Proudly Zambian Logo. For ZAM and government, it creates an opportunity to consolidate the manufacturing sector under one banner and promote higher levels of quality assurance and competitiveness of Zambian Products. For

consumers, an opportunity to easily identify and access a diversity of quality Zambian products. The benefits of this nationwide campaign are numerous and offer a real opportunity to translate productive activities into enhanced job and wealth creation outcomes. Higher demand for Zambian products, translates into higher demand for the inputs required to manufacture them. This in itself is a recipe for job and wealth creation. As stated in the Worldbank Jobs Diagnostics Report (2017), **“jobs need to be at the centre of economic development policies in Zambia.”** This aspiration can be catalysed by the fully-fledged revitalisation of the manufacturing sector.

Further to this, Zambia's youthful population presents an opportunity to harness a dynamic and vibrant demographic to drive growth and industrialization. It is important to note that at least 375,000 young people on average will enter the workforce each year until Zambia reaches the milestones envisaged Vision 2030 (UN mid-range population projections). This entails that the country must adequately respond to this growing labour force and harness the opportunity for faster growth and higher productivity anchored in their participation across a diversity of economic sectors. Clearly, business as usual will not cut it and growth must be facilitated by the enhancement of sectoral linkages and the bridging existing information asymmetries surrounding value addition in the key sectors of Agriculture, Mining and Tourism. Ultimately, this entails a shift in focus to promote more inclusive growth and measures to deliberately harness the participation of small scale enterprises in economic development.

In spite of the promise of growth, the manufacturing sector has grappled with significant hindrances to its advancement anchored in a number of factors including; a prolonged slump in copper prices, an energy deficit, low levels of labour productivity, and indeed the introduction of various ad hoc policies that had a negative impact on the sector.

Amongst the noted challenges in 2018;

- i. **The Cholera Outbreak** which lead to a slow down in business due to the closure of various trading areas amidst health concerns about the spread of the deadly virus amongst the general citizenry;
- ii. **The erroneous implementation of the 5% surtax on inputs** into the manufacturing production process. Some

amendments to the Customs and Excise Act (2018) have contributed to drastically increasing the costs of production, contrary to the aspirations of the measure aimed at promoting local sourcing and local production;

- iii. **The high cost of borrowing** arising from sticky interest rates, as well as the increased rates of borrowing from the domestic market by the government, thereby effectively crowding out the private sector, whilst simultaneously affecting the ability of firms - more so small and medium enterprises- to access affordable financing for expansion and re-investment in plant and machinery;
- iv. **Tax administration challenges** arising from the implementation of the domestic resource mobilization exercise which has resulted in an increase the procedural time spent addressing tax administration issues, as well as increased the cost of doing business due to delays, and garnish orders amongst other things;
- v. **Illicit Trade** in the form of products smuggled onto the market, as well as the proliferation of the production of counterfeit products on the market. These and more can read in our Policy Update section.

Notwithstanding the aforementioned challenges, the Proudly Zambian Campaign offers an opportunity for renewed high-level focus and policy direction towards increased value addition. ZAM is spearheading this effort and aims to ensure the success of the campaign through various strategies including the use of a patented logo, a rigorous vetting process, as well as stringent measures to promote compliance and enforcement. We are confident that the Campaign will raise the bar of performance from the manufacturing and services sector and draw the attention of stakeholders to think local first and Buy Zambian. The Campaign is set to gain momentum by the 3rd Quarter of 2018 and will run under the banner of the ZAM Secretariat for the course of 5 years as espoused in the Memorandum of Understanding signed between the Ministry of Commerce Trade and Industry and ZAM.

ZAM is cognisant of the fact that some of our manufacturers may not immediately meet the due diligence requirements set out in the criteria to access the Official Proudly Zambian Logo. Manufacturers caught in this predicament should not approach the campaign with fear of being reprimanded as the Association is establishing robust MOUs with key institutions such as ZABS, ZCSA, ZMA, and ZEMA to facilitate the attainment of required standards. It is our expectation that the objectives of the Proudly Zambian Campaign will be anchored in key policies and legislative frameworks such as the Local Content Strategy and the Industrial Policy, to create a conducive environment for the acceleration of industrial growth in Zambia.

We urge the public to be on lookout for the various promotional activities that will surround the campaign and keep a keen eye out for locally manufactured products. Finally, we urge all stakeholders to partner with us and Think Local First! Buy Zambian, Build Zambia!

Pleasant reading!

SECRETARIAT UPDATE

Zambia Association of Manufacturers is positioning itself to enhance service delivery and benefits to its members. The 1st Quarter of 2018 has marked a robust and challenging start for both the Secretariat and Manufacturers alike. In this regard, the Association will continue to pursue and advocate for the continued growth and sustainability of the Manufacturing Sector. We are optimistic that with the efforts being made to consolidate Zambia Association of Manufacturers positioning for national development, further strides and milestones will be achieved in 2018.

1. STRATEGIC PARTNERSHIPS AND PROJECTS

i. COMESA - Zambia Business Roundtable Forum

In an effort to create platforms for dialogue and strengthen the advocacy and lobby of the private sector to effectively participate in regional and global markets, the Zambia Association of Manufacturers (ZAM) in partnership with the COMESA Business Council (CBC) hosted the COMESA – Zambia Business Roundtable Dialogue. The dialogue was held on 27th March 2018, at Radisson Blu Hotel in Lusaka, Zambia under the theme, “Industry Competitiveness in Zambia; Focus on Finance, Tax and Trade Policies”.

This high-level dialogue addressed key policy issues in Zambia with respect to tax and investment regulation, access to finance, and a balanced trade policy as a way of addressing industrial competitiveness. It also looked at some of the emerging regulations such as; Surtax Measures and Incentives for Manufacturing (VAT Refunds, Duty Draw Back, Withholding Tax) and their impact on business, and sought to address the financial needs of industry with a particular focus on measures to reduce interest rates and/or the development of specialized facilities and/or vehicles to support industry players. The dialogue further explored opportunities and impediments for cross border trade, drawing particular insights from regional experts drawn from the Congo DR and Zimbabwe, with a view to highlight the impact of restrictive practices on trade relations and export development with neighboring countries.

ii. Cluster Support to Women in Garments Manufacturing Through COMESA- RISM PROJECT:

ZAM has actively been involved with training a cluster of women and youth in garments manufacturing in garments design and tailoring through the support of the Regional Integration Support Mechanism (RISM) project in collaboration with COMESA. At the commencement of the year, ZAM received a consignment of plant machinery (Industrial grade sewing machines and accessories) worth over €100,000.00.

The Secretariat developing a longterm intervention to empower women and youth through a skills development project aimed and harnessing the inherent talent in the garments manufacturing sector and promoting its growth and sustainability over the next few year. This next phase of the project is expected to commence roll out by July 2018.

iii. Promoting Partnerships for Investment Growth in Africa

Building on ZAM’s engagement on the Partnerships for Investment Growth in Africa (PIGA) project in 2016, ZAM seeks to utilize the

outcomes of the project to effectively build the capacity for investment promotion between Africa (Zambia) and China. In this regard, ZAM aims to participate in the China Investment Forum alongside its members as a means of promoting investments and partnerships in the manufacturing sector.

iv. USAID Supported Training for SMEs in Product and Financial Management

ZAM has secured funding for the Training of Small Scale Manufacturers in Financial and Product Management in 2018 through a small grant facility offered by US Embassy Small Grants Program.

The training will provide SMEs with training support and advisory services that will contribute to enhancing the management of their organizations, and ultimately enhance the growth of their businesses, and competitiveness of their products. The training is expected to be delivered in the 2nd Quarter of 2018. ZAM looks forward to forging a stronger working relationship with US Embassy towards enhancing the performance of the manufacturing sector in Zambia.

2. CAPACITY BUILDING OF GRADUATES

ZAM continues to actively promote the capacity building of graduate students through the internship programme it implements on a 6-month basis. In general, interns undergo training along the following key areas; membership recruitment, office management, policy analysis, research and advocacy including team working and networking skills. During the 1st Quarter of 2018, a total of 3 interns were enrolled under the ZAM Internship Programme. To date, ZAM has training 13 interns under the Internship Programme offered by the Secretariat. ZAM is keen on promoting skills development of youths in manufacturing through their participation in various platforms.

3. MARKETING PLATFORMS

i. Proudly Zambian Logo Roll Out!

ZAM is spearheading the operationalization of the Proudly Zambian – “Think Local First” Initiative. In this regard, 2018 is expected to mark the fully-fledged roll out of the programme which will see the Proudly Zambian Trade Mark come online as a registered, patented and easily identifiable quality assurance mark for Zambian products and services.

We are proud to announce that the Proudly Zambian Campaign was successfully re-launched on 14th February 2018 at the Mulungushi International Conference Centre. The event marked the beginning of the robust implementation of a nationwide campaign to bolster the quality and perception of Zambian products and services. Subsequently, the Minister held a press briefing on 29th March 2018 with regards to the use of the Proudly Zambian Logo. The public has been given a grace period of 6 months from the date of the pronouncements for removal of "Proudly Zambian" branding on local products and by local service providers.

The Zambia Association of Manufacturers is proud to be given the opportunity to spearhead this galant effort to foster national pride in what is produced locally and shall take the bull by its horns and aim to ensure that "Think Local First" becomes a motto that is engrained in the minds of all Zambians, from young to old, rich and poor, employed and unemployed, as the nation strives to become more prosperous.

Manufacturers and service providers alike are encouraged to keep their ears to the ground and not miss out on any of the awareness and promotional activities associated with the roll out of the campaign and remember - "Think Local First"!

ii. Upgrading of ZAM e-platforms

ZAM is working to enhance access to information and knowledge about Zambian Manufacturing through the upgrading of the ZAM website to make it more interactive and responsive to the information needs of various stakeholders. The website is currently online and is accessible for on the following link; www.zam.co.zm

ZAM has further launched The Manufacturer Magazine as an e-publication, enhanced its engagement on social media through the ZAM Facebook Site, as well as re-introduced the e-newsletter with the view to enhance access to information on manufacturing. Engage us! Find out more about Zambian Manufacturing.

4. SECRETARIAT NEWS

i. ZAM Members of Staff

Staffing at the Secretariat has continued to undergo transformation. During the first quarter of the year 2018, we bade farewell to the Business Development Services Officer; Mrs. Tasila Mwila who had served in that capacity since June 2014. She was overseeing the Business Development Services Unit of ZAM which focuses on creating value for money for members. ZAM would like to wish Mrs. Mwila the very best in all her future endeavors. Further, we welcomed Mr. Christopher Chama – Policy Intern, Mr. Mwenya Luchembe – Membership Intern and Ms. Sopani Muzumara – Administration Intern. The Secretariat Team 2018 is now structured as follows;

NAME	POSITION
Ms. Chipego Zulu	Chief Executive Officer
Mr. Tawila Anamela	Policy Analyst
Mrs. Chipso Mtonga	Finance & Administration Officer
Mr. Kennedy Simwaka	Logistics Officer & Office Assistant
Mr. Christopher Chama	Policy Intern
Mr. Mwenya Luchembe	Membership Intern
Ms. Sopani Muzumara	Administration Intern

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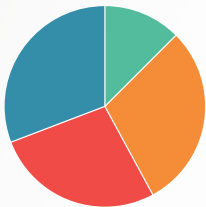


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2017 ECONOMIC INDICATORS

ZAMBIA

Located in Southern and Central Africa, Zambia is a growing economy with a population of, approximately, 17.2 million people. Zambia's Gross Domestic Product per capita as recorded in 2017 was 1,480 US Dollars.



GROSS DOMESTIC PRODUCT

The Nominal GDP for Zambia grew from USD 20, 705.10 million in 2016 to USD 25.50 million in 2017.



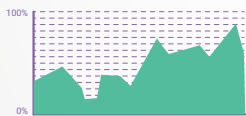
EXCHANGE RATE

The exchange rate is simply the value of one currency for the purpose of conversion to another. The exchange rate is a very important economic indicator for the business community as it plays a vital role in determining the cost of buying and selling. During the fourth quarter of 2017, the Kwacha depreciated by 6.8% against the US Dollar to K10.03 per Dollar. This was mainly on account of sustained demand for petroleum products and adverse market sentiments in part due to delays in concluding of the IMF bailout program. Exchange rate stability is crucial to enabling the manufacturing sector adequately plan their investments and expansion. Policy consistency and predictability must therefore be encouraged.



GDP GROWTH RATES

Despite the decline of the GDP Growth Rate over the last 6 years, from 10.3 percent in 2010 to 3.4 percent in 2016, Zambia's GDP growth rate in 2017 was recorded at 4.1 percent, showing an increase of 0.7 percent.



INFLATION RATE

Inflation rate is another imported economic indicator to the business community. Annual overall inflation ended the fourth quarter of 2017 at 6.1%, down from 6.6% at the end of the third quarter, and was at the lower bound of the target range of 6 – 8%. The decrease in inflation was due to the fall in both food and non-food inflation to 4.8% and 7.5% from 5.0% and 8.4%, respectively.



COMMERCIAL BANK AVERAGE LENDING RATE

The Commercial Bank Average Lending Rate is the average interest rate at which the Commercial Banks lend money. The Commercial Bank Average Nominal Lending Rate declined to 24.6% in December 2017, from 29.2% in December 2016. Over the fourth quarter of 2017, average lending rates declined marginally by 0.8 percentage points from 25.4% in September 2017. The highest lending rate also fell to 35.8% from 39.5%. However, at these levels, lending rates are too high to support manufacturing sector, they continue to constrain credit growth, and contribute to the current high non-performing loans. There is need to introduce more innovative financing products that are responsive to the needs of the manufacturing sector.



TOTAL NON-TRADITIONAL EXPORTS

The promotion of Non-Traditional Exports is essential in order for Zambia to achieve its goal of effective economic diversification. The total amount of NTE as at 31st December 2017 was K18, 442.6 million. NTEs have begun to show recovery after being negatively affected by the energy deficit, policy inconsistencies and exchange rate instability in previous years. There is still need for active and deliberate interventions in the manufacturing sector to promote export growth.

POLICY UPDATE

The first quarter of 2018 was an interesting period for the Policy Department. During this period ZAM undertook various activities aimed at facilitating the growth of a resilient manufacturing sector through evidence-based policy advocacy, and strengthened strategic partnerships aimed at promoting quality assurance, the consumption of locally manufactured products, local procurement, and standards adherence.

1. Cholera Outbreak Effects On Industry

The commencement of the year was met with challenges arising from the closure of various trading areas in an effort to curb the spread of the deadly Cholera virus. ZAM noted the need for the measures implemented by the Government, however, it further called for alternative trading places to quickly be established to facilitate trade and increase sales. Notably, the outbreak's results were two-fold with a noted increase in the demand for hygiene related products, and a noted decline in the sale of local products arising from the closure of trading places such as markets. Furthermore, the manufacturing sector witnessed increased calls for increased producer responsibility in reference to the management of waste arising from the packaging of products. In this regard, ZAM did submit to policy makers that good waste management required a joint effort from policy makers, industry players and the general public to be success. Dialogue around measures to encourage the adoption of better waste management practices in the country are underway and we urge the general public to continue adopting good waste management practices.

2. ZAM Calls for Suspension of 5% Surtax On Selected Goods

The year 2016 saw the introduction of a 5 % surtax by the Ministry of Finance on products that can be locally produced and locally sourced, as a measure to promote the local consumption/sourcing of locally manufactured products and inputs into the manufacturing sector. The measure sought to promote the growth of the manufacturing sector and has been met with a number of challenges due to the erroneous application of the surtax on inputs into the manufacturing sector that cannot be sourced locally, thereby exponentially increasing the costs of production for the sector. Following a significant lobby and representation on behalf of the manufacturing sector for the removal of products from the list, Parliament enacted the Customs and Excise (Amendment) Act No.14 of 2017 which came into operation on the 1st of January 2018. This Act amended the surtax list by adding products to the exclusion list that would no longer be attracting 5% surtax on importation. The following products were removed from the surtax list as a result of ZAM's submission on the erroneous application of the surtax:

Product	HS Code	Used in Manufacture of	Status
Pu Unit Sole	6406.20.00	Leather Industry Products	EXEMPT
Midsole Plates	6406.99.00	Leather Industry Products	EXEMPT
Needles	7319.90.00	Leather Industry Products	EXEMPT
Liquid Glucose	1702.40.00	Agro-Products	EXEMPT
Infant Milk Powder (Less Than 1.5 % Fat Content)	0402.10.10	Infant Foods	EXEMPT
Maize Corn Starch	1108.12.00	Agro-Products	EXEMPT

In spite of the removal of these items the manufacturing sector continues to grapple with errors on the inclusion list in the Customs and Excise Act. Specifically, ZAM continues to make representation for the removal of the surtax on over 30 product lines that cannot be sourced locally in the steel, signage and agro-processing sub-sectors that have served to make products in this sector less competitive. The slow paced in addressing these anomalies by the Ministry of Finance is contrary to the aspirations of the measure and has significantly hampered the growth of the sector in affected sub-sectors. ZAM continues to lobby for increased consultations on the exclusion and inclusion list prior to the enacted of amendments to the Customs and Excise Act. Furthermore, the Secretariat continues to call for a more flexible mechanism to quickly amend errors in the list and is calling for the further increase of the surtax to 15% on product lines that are locally manufactured to promote the growth of the local industry.

3. Challenges Arising From Tax Administration

ZAM recognizes the challenges members are facing as regards tax administration and the noted impact on their business. In this regard, the Secretariat has been engaging the Ministry of Finance and ZRA, alongside its membership to address a number of concerns including but not limited to;

i. Duty Draw Back, VAT Refunds:

Following concerns from our members regarding the pace at which fiscal incentives are being administered by government and the difficulties firms are facing in accessing the said incentives, ZAM had a series of consultative meetings with the Ministry of Finance and the Zambia Revenue Authority to discuss progressive measures to address the challenges from the delayed payment of refunds. Specifically, ZAM sought clarity from the Ministry on the speculation surrounding the proposed review and/or removal of the duty draw back scheme. The secretariat submitted that the incentive scheme was critical for export development and that the government must ensure that exporters could easily access it to promote their growth.

ii. VAT Rule 18

Various provisions under VAT Rule 18 continue to hinder the export of Zambia products to various markets such as Congo DRC. In this regard, ZAM engaged Ministry of Finance to revisit the measure and its cumbersome provisions in order to facilitate trade. It was noted by the Ministry that there was a waiver provision for companies who had challenges accessing the required documentation. However, the Secretariat further submitted that obtaining a waiver was equally cumbersome and had to date taken over 3 years for 1 company to receive a feedback on the same. ZAM continued to advocate for the revision of VAT Rule 18 to promote export growth.

4. Anti-Smuggling Taskforce

Following complaints from the membership regarding illicit trade and smuggling, the Secretariat engaged ZRA towards the development

of a joint Anti-Smuggling Taskforce. To this end, the Chief Executive Officer met with Commissioner Customs Services, Chief Intelligence Officer, and Deputy Commissioner customs services and discussed the platforms available for reporting illicit trade and strengthening the anti-smuggling mechanism. It was noted that there is need to establish an internal illicit trade and counterfeits committee in ZAM to feed into ZRA processes, and to further formalize the engagement between the two institutions.

5. ZAM Calls For Early National Budget Submissions

ZAM annually submits proposals for inclusion in the National Budget. This year, the Secretariat called for the early submission of national Budget proposals from its members to facilitate adequate consultation and the consolidation of Industry positions. Amongst the submissions made so far;

i. Steel & Signage Industry: Suspension of Surtax on Steel Products

Following the complaints from the steel industry regarding the erroneous application of the surtax list, ZAM requested for an ad hoc steel sub sector committee meeting in which industry players agreed on a list of selected products for removal from the surtax list. The submission was made to Ministry of Finance and comprises a list of over 20 products which are being erroneously taxed by the Ministry.

ii. Suspension of Surtax on Imported Wheat and other Agro-Processing Inputs

ZAM is in receipt of submissions from its members for removal of the 5% surtax on inputs into their manufacturing process under the agro-processing sub-sector. Notably, wheat is a seasonal product and is thus only available on the domestic market on a seasonal basis. The surtax applied on imported wheat when domestically sourced wheat is unavailable on the market has served to increase the cost of production for players that use wheat as a critical raw material. A submission was made to the Ministry of Finance and the Ministry of Agriculture for the removal of this surtax from the surtax list. ZAM is compiling an extensive list of products for removal from the SGS List. Members are encouraged to make their submissions urgently.

iii. Zero-Rating Copper Cathode

Following complaints from the Copper Wire Manufacturers over the pace at which tax returns are administered and the impact that has on industry, ZAM made a submission to the Ministry of Finance that Copper Cathode should be zero rated

6. Amedments to the Public Procurement Act

ZAM recognises that government procurement of locally manufactured products has the potential to spur industrial growth. To this end, ZAM engaged the Zambia Public Procurement Authority (ZPPA) to discussion measures to promote Preferential Procurement and the development of supporting legislation in view of the fact that the Agency is currently making amendments to the Public Procurement Act. To this end, ZAM is advocating for the development of Sector Specific Procurement Thresholds for inclusion in the Revised Public Procurement Act. Members are encouraged to make submissions in this regard.

7. Tariff and Non-Tariff Barriers - Zimbabwe

The Secretariat received complaints from member companies regarding alleged NTBs when exporting to Zimbabwe. ZAM requested member input of areas where they had challenges accessing the Zimbabwean market and made a submission to the Ministry of Commerce, Trade and Industry for relief. It was noted that the Zambia Bureau of Standards has established an MOU with the Zimbabwean Bureau of Standards to enhance mutual recognition of standards in Zimbabwe and reduce NTBs. However, ZAM continues to request member input on measure to make regarding continued

duty-free access of imported Zimbabwean products while Zambia is taxed highly for exporting to the country.

8. Input in Policy Development Process

During the first quarter, ZAM provided input into the following National Planning and Policy Development Processes:

i. National Bills

ZAM participated in consultative meetings and workshops to review key bills and draft legislation that have a direct bearing on the manufacturing sector and later submitted position papers on behalf of its membership to the relevant ministries with regards to the following legislation; ZDA Bill; The Investment Trade Enterprise Development (ITED) Bill; Trade Remedies Draft Legislation and the review of the Customs and Excise Act.

ii. Parliamentary Committee on National Economy, Trade and Labour

During the first quarter, ZAM appeared before the Parliamentary Committee on National Economy, Trade and Labour, and submitted position papers on the following:

- Memorandum on 'The Role of Micro, Small and Medium Enterprises (MSMEs) in National Development in Zambia': The submission highlighted the challenges and opportunities for MSME development in the manufacturing sector. It further provided recommendations to promote the growth of the same including measures to enhance access to affordable financing as well as the development of more robust incentives to promote local direct investment in value addition.
- African Mineral Development Centre (AMDC) Ratification: ZAM prepared a position paper on Zambia ratifying the African Minerals Development Centre (AMDC) - a specialized unit under the African Union and presented it before Parliament. Notably, in line with the aspirations of the formation AMDC, ZAM noted that Zambia had a tremendous opportunity to harness it's mineral resources and ensure their development contributes to inclusive growth and sustainable development at a regional level. However, it further advised the committee to consider delaying ratification until the terms and conditions of joining the same had more clarity and Zambia could adequately position itself to benefit.

9. COMESA Business Council (CBC) and Zam - Zambia Business Round Table

ZAM jointly hosted the COMESA-Zambia Business Round Table dialogue with the COMESA Business Council in a effort to enhance Public-Private Dialogue on factors affected Zambia's business regional competitiveness. The main objective of the dialogue was to strengthen the advocacy capacity of the private sector in Zambia and their engagement with government; as businesses and as Associations so that they can effectively participate in regional and global markets. The meeting discussed and produced a number of recommendations to enhance industry competitiveness in the region. These recommendations were shared with various policy makers to facilitate the development of a more conducive business environment for the private sector.

10. Public Debt Portfolio Consultative Meeting

ZAM participated in a Round Table Discussion on Zambia's Public Debt Portfolio hosted by ZIPAR; to discuss and determine the role of CSOs in light of Zambia's fast growing public debt. During this meeting CSOs were in consensus of the consequences of the Risks of Debt Distress and high domestic borrowing, showing need to advocate for a more effective Public Debt Management. Notably, the increased levels of government borrowing on the domestic market is effectively crowding out the private sector and ensuring that interest rates remain stubbornly high. Ultimately, the private sector reduced

access to affordable finance, thereby affecting ability to invest in plant expansion for growth. This is especially challenging for the small-scale sector. ZAM will continue to lobby for measures to enhance access to finance.

“ ZAM regularly provides input into the development of standards in various technical committees...”

11. The Continental Free Trade Area (CFTA).

ZAM is an active participant in the National Working Group on the Continental Free Trade Area. In this regard, ZAM participated in the Rules of Origin workshop aimed at finalising Zambia's outstanding position on the Rules of Origin. ZAM further participated in various consultative meeting on reviewing the legal texts of the CFTA, in which ZAM's position on the CFTA was given throughout the consultative process. Notably, ZAM has called for the Ministry to delay signing of the CFTA and ensure the preparedness of Industry to participate in this larger market. ZAM will continue to work closely with the Ministry of Commerce, Trade and Industry to enhance sensitization in and

around the CFTA and Zambia's participation in the same.

12. Standards Development: ZICTA AND ZABS Technical Committee Meeting (TC 4: Networks, Technology and Numbering)

ZAM regularly provides input into the development of standards in various technical committees. In this regard ZAM alongside a nominated industry representative successfully reviewed and provided input on the standards code in ZS:817:2014 and draft standard DZS 1102 concerning ICT.

13. Zambia Agribusiness Trade Project

The first quarter saw the launch of the Zambia Agribusiness and Trade Project. The project seeks to promote agribusiness and trade by building the capacity of SME agro-processors to grow. To this end, the Ministry of Agriculture through the Zambia Agribusiness Trade Project Steering Committee successfully held meetings to assess the progress of ESAPP and S3P programmes, which are targeted to enhance productive capabilities amongst small holder farmers and agribusinesses. ZAM actively participated in these meeting that lead to the approval of the 2018 workplan, budgets and phase 1 of this project, Productive Alliances to support Agribusiness linkages.

ZAM serves on the Agribusiness Bootcamp Steering Committee and had the pleasure of participating in the shortlisting of participants in the bootcamp. 65 agro-processors were selected for the bootcamp. It was however noted that most of the ZAM membership did not participate in the project. Nonetheless, we are hopeful for the future and believe that the ever increasing ZAM members that fall under the MSME bracket will actively participate and benefit from such initiatives.



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LEAN MANUFACTURING

PROVEN PATH TO SUCCESS FOR SMES

By Faber Infinite Consulting

It is a much known fact that the market is evolving today and is more competitive than ever. This has forced manufacturers to find ways to reduce costs, eliminate wastes, improve services and provide quality products to the customers. This has also added an extra burden over the manufacturers to improve efficiency of the processes and improve productivity levels. These problems have almost haywire every other manufacturers production. But what if we tell you that there is a solution that can help one in tackling all these problems?

LEAN manufacturing processes can help the manufacturers all across the globe in achieving their targets and create a breakthrough in implementing and streamlining their strategies rather than opting for others. Although many organizations have often avoided integrating LEAN tools in their manufacturing processes which have led to birth of more complicated and intense problems. This can affect the entire process rundown of manufacturers and can have a drastic impact on the manufacturing processes and supply chain practices.

The only alternative for SMEs is to sequentially run the feasible practices from the house of LEAN management, which has proven results.

Consider holistic improvement

Before implementing LEAN tools and moving towards LEAN manufacturing, one should understand the fact that LEAN is a transformation journey and not a one-time

event. Implementing LEAN practices comes with a lot of challenges of which employees fearing to adapt and embrace change is the biggest and the most chronic. Organizations need to address these challenges to create a better and more holistic operating environment for the employees as well as providing enough space to the LEAN tools to grow and produce results. Again, failure to run through these challenges and discrepant implementations may lead to inefficiencies, production delay and disruption in the flow.

Stability of the work environment

Improvements in the basic and fundamental structure of the processes ensures stability in the manufacturing where strength of machines, continuous flow of material, short throughput time and exceptional quality ratio are the parameters that regulate the competitiveness of the organization as well as decide customer satisfaction. One has to get used to and respect the fact that it is all about customer and it is essential for the producer to comply with the demands about quality levels of the client.

Devise a systematic approach

It is very important for the organizations to map out an efficient implementation plan for Value Stream Mapping (VSM). The mapping should be done in a manner which improves the production processes by identifying the wastes and its sources. Moreover, the focus should be on improving the working and operating environment to minimize the

defects occurring in the products due to impacted processes.

“ Like every concept, tools and processes, LEAN also has some basic and fundamental requirements...”

Identify and eliminate waste

It is a proven fact that LEAN manufacturing helps in identifying and reducing wastes and improve efficiency of the processes involved in the manufacturing processes. The efficiency of the LEAN can itself be increased if the tools are optimized and implemented in a precise manner. One should be open to the fact that every other industry and every other situation needs a different methodology and customized set of tools to be efficient in that particular working environment. Also, it is strongly recommended that organization irrespective of its status should adopt lean philosophy as an improvement strategy.



Demand should drive product flow

Like every concept, tools and processes, LEAN also has some basic and fundamental requirements. A regular demand driven product flow by introducing the cyclic schedules for improving production quality and supply-chain coordination is one of the key aspects of LEAN. Supply chain is highly affected and altered by the inflow of raw materials along with manufacturing processes with their controls and finished goods. Implementing these with proper measures increases the knowledge of the entire supply chain as well as the manufacturing processes along with the other relative processes.

Strategic Positioning of Inventory

Inventory and its management is one of the most important strata of manufacturing of any product on any scale. It decides the rate of the production and moreover, keeps the producer in check with the deadlines. It becomes a challenge for many organizations to maintain inventory at upstream levels. Concepts of producing to takt time (customer demand rate) and shortest throughput times (time to manufacture) are not mere concepts there but real requirement.

Identification of obstacles

Identifying the obstacles and outlining the tackling strategies is key for the production processes and cost effective at the same time. One should make a rundown of the

goals and instead of gulping advanced and higher goals, should start with the simple and achievable goals which will later act as the stepping stones for the higher ones. One should identify where the value is lost, identify their causes and rapidly act to fix them. One should always remember that improving the current situation and working for it is the key and should be on top of the priority list.

Address the Fear of Changing

As earlier mentioned, the fear of changing should be embraced in the organization. This is a very frustrating yet an important job since it relates to major aspects of production like time, cost, interest, and involvement. This could be overcome by integrating new methodologies and trends in the original system and using challenges as an opportunity to make LEAN a familiar concept in the organization and its processes.

The transformation framework

The framework for the entire transformation journey is a guide which steers the journey towards success. It is known by different names; some call it TPS (Toyota Production System), others WCM (World Class Manufacturing), some call it LEAN – all world-class organizations may have different nomenclature for the framework. But as it is said, 'All roads lead to Rome.' All systems lead to one destination of world-class

performance.

Many organizations focus on costs and its efficiency when the real problems are borne most by waste or any process and its controls. These organizations have to bring a wholesome change and in their approach and should adapt to the changing trends of the modern yet contemporary industrial world.

Appropriate LEAN education, training, and hands on implementation can stimulate the awareness and technological development in all type of manufacturing industries. This will help industries to create awareness about LEAN managements tools and techniques, so as to be supportive for continual improvement, sustaining competitiveness and maintaining cost leadership yet with higher margins.

About the Author:

Faber Jalay Pandya is one of the founding members and Director of Faber Infinite Consulting, with operations in Asia Pacific, Africa & Middle East. He holds a masters degree in Marketing Management with his 1st degree being in Plastics and Polymers Engineering.



MANUFACTURING AN

1. Introduction

At the core of modern manufacturing is the plant equipment that companies purchase for their production. Companies invest millions of kwacha in plant equipment. In making such investments they expect to get a profitable return to the satisfaction of various stakeholders. The productivity and competitiveness of a company is largely dependent on how efficiently this plant equipment operates.

2. Maintenance

Maintenance of manufacturing equipment ensures that it remains productive for a long time. Companies may employ a number of strategies to maintain their equipment.

In an article on the Micro Main website on Preventive Maintenance. It highlights the following concerning maintenance strategies. There are two main types of maintenance strategies employed by companies that rely on equipment – reactive maintenance and preventive maintenance.

Reactive maintenance goes by the “if it is not broken, do not fix it” motto, a strategy that can sometimes save money in the short term but often ends up costing even more in the long run.

Preventive maintenance, on the other hand, is a carefully designed maintenance program where maintenance tasks are performed routinely in order to avoid larger, costly fixes down the line.

Some reasons why preventive maintenance is a much better alternative to reactive maintenance include;

i). Cost Savings

Without a preventive maintenance program in place a company is essentially waiting for a problem to happen, and this can often be a very costly move. Unplanned downtime can result in idle employees, halting the production line, missed deadlines, and long-term damage to their brand. An unexpected failure can also mean having to pay maintenance personnel overtime and having to pay out extra money for expedited delivery of parts.

A well-executed maintenance regime can potentially reduce insurance premiums depending on the kind of plant equipment used by a company.

ii). Improved Safety

When equipment isn't working at its optimal condition, it creates many hazards, unsafe working conditions and even emergency situations where workers may be injured. Preventive maintenance improves the safety of equipment and therefore the safety of company workers resulting in fewer on the job injuries and accidents.

iii). Increased Equipment Efficiency

A preventive maintenance program allows for the planning of routine maintenance such as inspections, oil and fluid changes, part replacements and more. These little fixes which are targeted at the critical components that contribute to the smooth operation of the plant can help equipment to run much more efficiently. In turn, a company will benefit from fuel and energy savings because equipment will be running at peak performance.

iv). Decreased Equipment Downtime

While almost all maintenance tasks require some equipment downtime, a preventive maintenance program can decrease and optimize that downtime. A company will not experience unexpected downtime as much as if they were to rely solely on reactive maintenance. By pre-planning maintenance tasks at optimal times the downtime experienced is less troublesome. Decreasing equipment downtime is a benefit that saves time in maintenance and increases plant availability for day-to-day operations.

v). Improved Reliability

Preventive maintenance can also help a company to be a more reliable business partner. Customers can count on a company to deliver products, materials, or service on time, without unnecessary delays. By always offering a reliable product or service, a company can enhance its customer service and improve its reputation and as a consequence increase its market share.

vi). Conservation of Assets

Most equipment is not cheap, but the better a company cares for its equipment, the longer it will last. Preventive maintenance will prolong the life of equipment so a company can get more hours out of the equipment, resulting in reduced costs and increased profit. Some equipment may have been purchased on long term financing arrangements and companies can derive more value from the equipment by extracting maximum output from them.

Preventive maintenance is the best option for companies that want to succeed in the long term, and therefore companies need to understand that they need a long term plan for the proper maintenance of equipment.

3. Skilled Labour

Integrated into that long term plan is skills development. For a manufacturing company to get the full benefit of a preventive maintenance program, it requires skilled labor. The backbone of a preventive maintenance program is a skilled labour force that carries out the equipment maintenance. A company which has skilled labour has a huge advantage over one which does not. It reduces on its equipment downtime and all the associated costs and consequences of this. It also gains more out of its equipment before there is need to replace it. Companies need to invest in developing their own

D SKILLS DEVELOPMENT

skilled labor force if they are to implement a preventive maintenance program which is beneficial. They need to think of developing local skills. Importing labour increases downtime and increases costs and ultimately this affects the bottom line.

4. Training of Skilled Labour

The primary producer of skilled labour is the training institution. However, the training of skilled labour is not a role that a training institution plays alone. It is a misconception to assume that a training institution alone is able to produce a skilled person.

To produce a skilled person, three elements are required. The trainee, the training institution and the workplace where the skills are employed.

j). The Trainee

The trainee arrives at the training institution having already been through an average of twelve years of education. They are the product of the general education system. So all those in the general education system make an input into the trainee. It is on this foundation that a training institution builds. So the trainee needs to arrive at the training institution with the right foundation.

In addition to the knowledge that the trainee has acquired, they also need to have the right attitude, curiosity and the self-motivation to learn a skill.

ii). The Training Institution

The training institution provides the trainee with the theoretical knowledge and the foundational practical skills of the trade. It is this knowledge and skills that industry builds on to produce the industry specific skilled labour.

The training institution therefore needs to have the right environment. At the core are well qualified instructors, adequate training facilities and training resources to facilitate the training.

iii). The Workplace

A training institution trains the trainee for the workplace. Specifications for the training that the trainee undergoes needs to come from workplace. Training cannot therefore take place in isolation from the workplace, there needs to be broad collaboration between the training institution and the workplace. Therefore the workplace place has a critical role to play.

The training institution alone cannot by itself produce a finished article. The workplace is ultimately the finishing school where the trainees completes their training and are finally transformed into the skilled labour force.

With the three elements; the trainee, the training institution and the workplace, to produce a skilled person can be likened to a three

legged stool, any imbalance in the three elements and the product will be defective.

Notably even after qualifying there is need for continuous skills upgrading and skills refreshing to ensure that the skilled person remains up to date in their field. Specialised additional training can be identified through the workplace as part of Continuous Professional Development (CPD) which training institutions are able to provide. With the fast paced technology environment in modern industry, this aspect cannot be overlooked. Additional training can be through short term courses ranging from a few days to several weeks. Longer periods of training may be accessed on a part-time basis.

5. The Future of Skills Development

Currently when we talk of a lack of skilled labour in the country an accusing finger is pointed at the training institution alone which is not correct. Industry needs to take its fair share of the blame as it has not been fully playing its required role in skills development. Industry should inform the training sector of its requirements and also participate in the development of the needed skills through a robust partnership with training institutions. It cannot afford to be a passive participant in the development of skills.

The decision post-independence to set aside industry based training (apprenticeship training) for institutional based training has in the long term produced the situation we are in today where there is little or no collaboration between industry and the training institution. However, this problem has been identified and there is urgent need to move beyond talking into concrete action.

Industry and training institutions need to collaborate if we are to have the correct skills.

In a speech to UNESCO-UNEVOC training seminar; Rupert Maclean, the former Director of the UNESCO-UNEVOC International Center for Vocational Training, Bonn; stated that the strength of any vocational training systems lies in the strength of its industry. From this we can conclude that skills training and industry are inseparable partners.

¹ (Micro Main Building Technology 2018)

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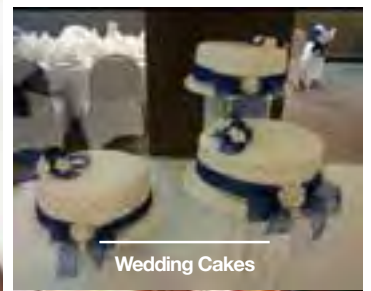
Kizi's

Cakes and Catering

Kizi's cakes and catering is a bakery with every one's needs in mind. Focusing mainly on health products and promoting healthy eating, Kizi's confectionaries have available products such as sugar free muffins, cakes and cookies. The company provides lunch sandwiches with seed and whole meal bread and reduced oil fillings.

The enterprise was Started by the proprietor Mavis Kyakilika Bota who has always and knack for baking and cooking as a hobby. In 2014 she laid down her pen and left formal employment as an International Development practioner and decided to use her talents and skills equipped with her MBA to transform her loved hobby into a business. Having travelled a lot in the course of her work she encountered challenges with her dietary needs after being diagnosed with dietary disorder. Tis inspired her to go into business to offer special diet snacks and foods. Thus was born Kizi's Cakes and Catering. The enterprise currently supplies special sugar free cookies through East Park Food lovers outlet and specific orders from clients. However occasionally Kizi's Cakes and Catering supply ordinary and spectacular birthday and Wedding cakes to discerning clients.

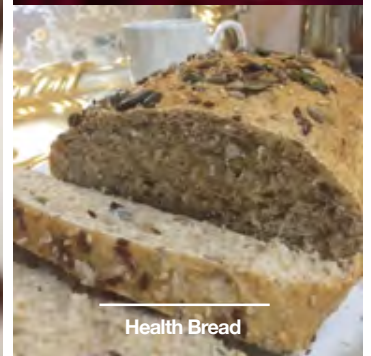
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Wedding Cakes



Peanut Butter Cookies



Health Bread

Family Juice

Limited

Lesser Sugar • Fewer Calories • Better Health • Longer Life

Family Juice is a small scale enterprising company that has been in existence for the past three years. It's staff levels are increasing although at the moment they do not exceed ten. Family Juice won the Zambia Association of Manufacturer's 'Most Promising Small Scale Industry Award in 2017'.

Main Products: Family Juice's main products are orange, pineapple and granadilla squashes that are branded in line with customer preferences. At source they are branded as Family Juice. Other flavors so are in the offing.

Vision: Family Juice Ltd is committed to the maintenance of high quality products which aspect includes use of pure/potable water and high grade ingredients. Special attention is given to good manufacturing practices that conform to the statutory inspectional organizations requirements such as the Zambia Bureau of Standards (ZABS) and the Zambia Compulsory Standards Authority (ZCSA).

CONTACT

Plot 10435, Chinika
0974192850 / 0955771519.



ZAMBIA'S SME | "THE ABSENCE OF ITS IMPORTANCE"

By Trevor Hambayi

Zambia has just over 65,000 registered formal business entities, of this number 99% are Micro, Small and Medium enterprises (MSME).

The country is faced with a daunting challenge, as a matter of necessity, to spur and drive its economic growth through the MSMEs. It is universally accepted that the growth of any developing economy is predominantly a direct result of a consistent growth of a well-structured private sector. Zambia's challenge, with its current extreme poverty (having to live on less than \$1.90 a day) levels above 54%, transcends beyond economic growth to encompass job creation and poverty reduction. It speaks to the notion that "it is impossible to move a large number of people out of poverty without sustained economic growth and impossible to have sustained economic growth without a vibrant private sector"

Paramount to igniting the MSMEs to respond to the challenge of driving the economy is the absolute need for the sector to have access to credit. Arguably, the vibrance of the sector is not only dependant on the one factor of access to credit, however, empirical evidence suggests that access to credit is the single largest hindrance to firm growth. The achilles heel in the country is that there is no single financial institution that promotes and actively finances green fields or start-up enterprises, whilst firms under 3 years of age are also excluded from formal financing. The problem is further compounded by the fact that only 8.3% of firms between the ages of 3 and 5 years have access to credit. This is in

great contrast to the Southern Africa regional average of 20.9%.

The problem of access to credit for MSME in Zambia is four-dimensional encompassing the players in the field being financial institutions, MSMEs, cooperating partners and government.

"MSMEs in being able to access finance, carry two key inherent challenges..."

Financial Institutions in the country do not support or promote green fields or start-ups and have created financing criteria that specifically excludes start-ups or MSMEs under three years of age. The principle is driven by the commercial financial institutions

risk averseness to this sector. MSMEs in Zambia carry a failure rate averaging 78% within the first two years. The three key factors that drives banks away from financing MSMEs include the high credit risk, cost of managing MSME credit accounts and thirdly is the attractive option that government securities and bonds offers.

MSMEs in being able to access finance, carry two key inherent challenges. The utmost of which is their inability to meet collateral conditions, as part of the preconditions for financing. Financial institutions demand up to 225% of the facility value in the form of fixed assets as collateral. The second challenge lies with the MSME incapacity to manage their loan books, which reflects the lack financial management.

SME's financial management skills represent one of the single largest challenge in financing MSME. Additional to these two inherent challenges faced by MSME, a third factor limiting access to credit is the high cost of borrowing. The country in recent years has had interest rates oscillating between 22% and 42%. This eliminates any possibility for long term borrowing.

Cooperating partners, that include bilateral partners (European Union, Aid Organizations) and multi-lateral partners such as the World Bank (through the IFC), Africa Development



Bank (AfDB) and European Investment Bank (EIB), have continued to channel funds to support MSME through the commercial financial institutions as participating banks to finance SMEs. It is evident that this strategy has not yielded the intended results as MSME have still not been financed as the financing criteria still excludes them. The financial institutions have continued to put these funds into government security instruments at the expense of funding the riskier MSMEs.

Government plays an important role in creating a conducive

business environment but more importantly has the mandate to formulate regulation that fills in the gaps within a country's growth trajectory. Zambia is one of the few countries in the world that does not have a deliberate policy to support local SMEs. The country has continued to drive access to credit through direct bank lending through two government institutions, however the intended results

have not been achieved. The government recently established and is implementing an SME partial credit guarantee scheme which also has fallen in the trap of being channelled through the financial institutions that do not have any interest in financing MSMEs.

The country's sustained economic growth as a factor for poverty reduction will only be achieved through a collective program that drives, supports and places the MSME at the core of that program.

It is important to realize that the country had a GDP growth rate of above 7% for 10 years between 2004 and 2014, quadrupling the GDP and yet failed to reduce the poverty levels in the country. Enhancing access to credit for MSME is the single largest factor to creating an environment for a sustained economic growth in the country that will address the key factors of employment creation,

poverty reduction and creating wealth at household level. The country as a whole must embrace the challenge of financing MSME poses, design a financing instrument that endeavours to mitigate that risk and overcome the shortcomings hindering the growth of the local Zambian MSME. The country even though only has an 8.3% access to credit rate for SMEs has in recent years been dogged by a NPL portfolio that exceed the sector limit standard of 10% further limiting the banks appetite to finance MSMEs. The solution lies in creating intermediaries to spread the financing risk, manage the funds and build the MSME capacity. Understanding the local finance space, the MSME environment and the government's challenges is key in designing a model that will propel the country's private sector to greater heights.

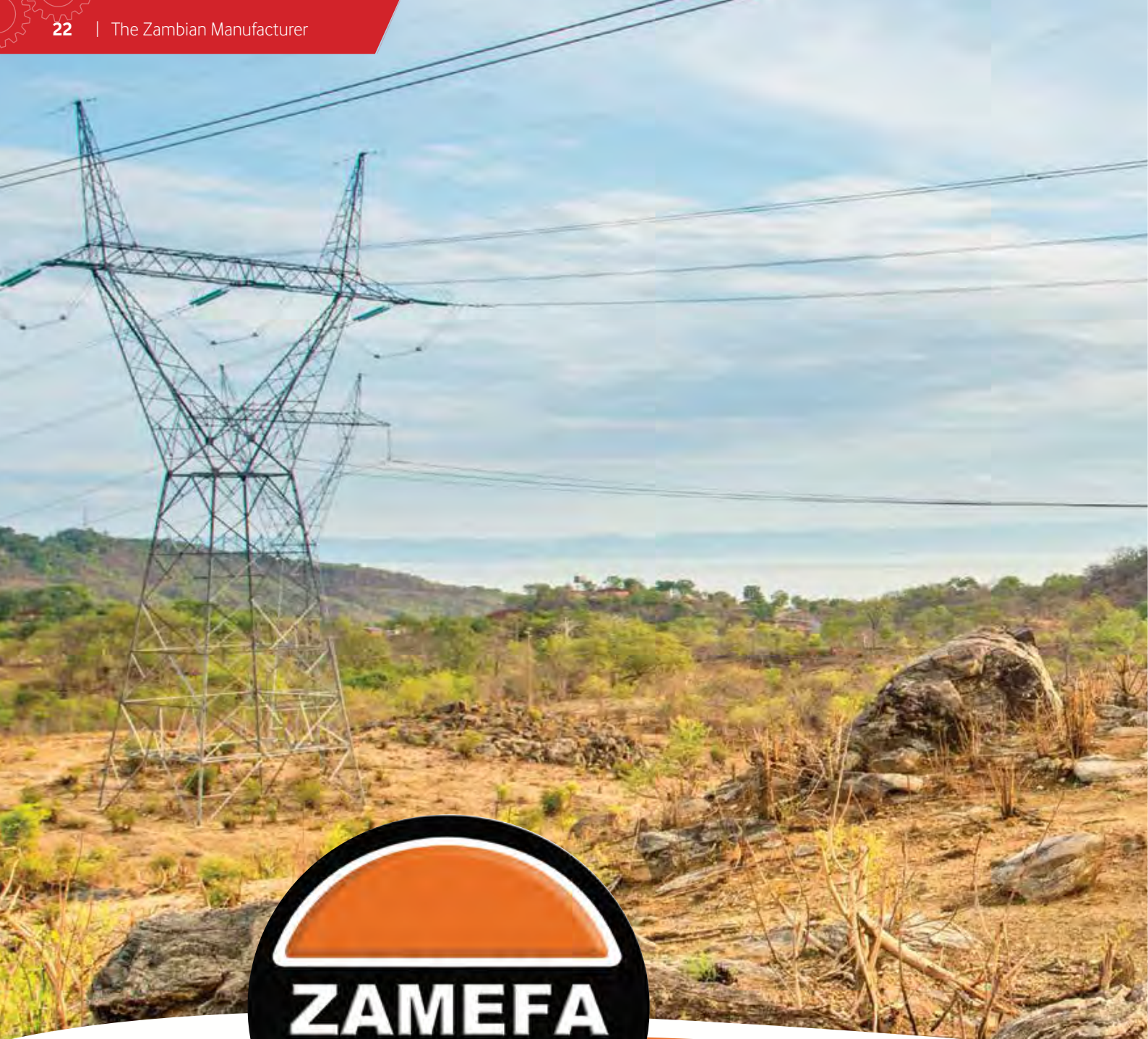
We as a nation must accept that the challenge of lifting our people out of poverty will come at a price, and the question we must all ask is "to what extent are we willing to pay the price? The current economic dynamics accepts the importance of SMEs to the economic development of the country and yet its presence is absent!!!

Author

Trevor Hambayi

*Financial Analyst & PhD Research Fellow
trevorhambayi@hotmail.com*

“ We as a nation must accept that the challenge of lifting our people out of poverty will come at a price...”



CBI-electric Cable Group

What happens when three leaders in their fields combine their expertise while retaining their core values and character? The power of four when merged into one results in a partner of formidable resources in infrastructure development that is unmatched on the African continent. That is the synergistic result of the grouping together of Reunert companies **ZAMEFA**, ATC, African Cables and CAFCA under the brand name CBI-electric, combining, telecom,

fibre, wire and cables.

Competition in the global arena requires a concentration of resources that in concert will have more influence than will individual parts. In particular, it positions the organisation to take advantage of the rapidly developing electrical and telecommunications industries. The concentrated power of four highly skilled companies into a single brand will deliver benefits for customers in

the form of highly skilled crossover resources. For existing clients there is the reassurance that same people will continue delivering a superior offering.

Metal Fabricators of Zambia Plc. (**ZAMEFA**) was incorporated in 1968 and was privatised in 1996. The Company became listed on the Lusaka Stock Exchange (LuSE) in September 2004.

The Ultimate parent company for

ZAMEFA

Wiring the Nation



ZAMEFA is Reunert LIMITED, a company incorporated in South Africa and listed on the Johannesburg Stock Exchange. Reunert Limited holds its investment in **ZAMEFA** through its wholly owned subsidiary, Reunert International Investments (Mauritius) Ltd incorporated in Mauritius.

Reunert manages a portfolio of businesses in the fields of electrical engineering, ICT and applied electronics. The group was established

in 1888 by Theodore Reunert and Otto Lenz, and has contributed to the South African economy in numerous ways over the past 127 years. The group was listed on the JSE in 1948 and is included in the industrial goods and services (electronic and electrical equipment) sector of the JSE. The group operates mainly in South Africa with operations in Australia, Lesotho, Sweden, the USA, Zimbabwe and Zambia. Group headquarters are located in Woodmead, Johannesburg,

South Africa.

Reunert has a proud legacy of quality products and services. Internationally recognised quality standards ensure that products and services in the group meet demanding requirements. **ZAMEFA** as an intergraded group cable manufacturer can offer a wide range of products utilising diverse products manufactured within Reunert Electrical Engineering group of companies.

THE ZAMBIA METROLOGY AGENCY

Geared for Manufacturing Support, Fair Trade and Enhanced Consumer Protection

It is a well-known fact that production of quality and competitive products in a cost effective and safe manner requires accurate and reliable measurements throughout the production cycle. With increased consumer awareness and expectations, manufacturers, packers and sellers need to incorporate certain measures throughout their value chain that guarantee product quality, environmental management, safety and compliance to regulations.

Accurate measurements in manufacturing processes are key to product quality, product consistency and sustainability of businesses. An outfit with capability to measure accurately its inputs, in-process materials and final product has ability to monitor product quality and production costs, resulting in increased competitiveness locally internationally.

Additionally, good product packaging and labelling practices add value to product by providing key information, good visual presentation and maintains product integrity during transportation and display.

The above mentioned issues fall within the mandate of the Zambia Metrology agency (ZMA). The Zambia Metrology Agency (ZMA), formerly known as the Zambia Weights and Measures Agency (ZWMA), is a Statutory Body under the Ministry of Commerce, Trade and Industry (MCTI), established by the Metrology Act No. 6 of 2017. Its overarching mandate is to oversee the provision of Scientific, Industrial and Legal Metrology services in Zambia.

Below are some of the key services ZMA provides to the Industry;

Calibrations Services to Industry

ZMA being the custodian of the national measurement standards which are traceable to the International Standard of Unit (SI), provides calibration services to industry to promote accurate measurements in the production of quality goods.

Type-Approval of weighing and measuring instruments;

Type Approval is a control measure in Legal Metrology used to ensure only Measuring instruments which meet the set standards are allowed to be imported into the country, sold or used in commercial transactions, law enforcement, health, safety and environmental management. All new models of Weighing and Measuring Instru-

ments must be subjected to this process before they are allowed to be used in the country.

Statutory Verifications of Weighing and Measuring instruments;

Zambia Metrology Agency carries out periodic compliance verifications on all regulated Weighing and Measurement Instruments to check for continued suitability use. It is a legal requirement that all weighing and measuring instruments used for packaging, commercial transactions, law enforcement, health, safety and Environmental Management are verified for accuracy. Periodic verifications ensures compliance to set national regulations for fair trade and consumer protection. Most instruments are verified annually except the Measuring Instruments used in Petroleum Industry which are verified annually.

Control and regulation of Pre-packaged commodities

Zambia Metrology Agency is mandated to evaluate and approve Pre-packaging of commodities intended for and provided to the market place in accordance with set standards. To support industry, promote fair trade and consumer protection, ZMA conducts statutory inspections of pre-packaged commodities at the Borders points, Manufacturing, Packaging plants, Chain stores and Markets.

The transformed ZMA is ready and geared to support the manufacturing sector, promote fair trade and enhanced consumer protection. The Agency currently operates in seven (07) regional offices country-wide and these are Lusaka, Ndola, Chipata, Chirundu, Choma, Solwezi and Kasama.

For more information, contact

The Office of the Executive Director
Zambia Metrology Agency
Plot 2387, Longolongo Road
P.O. Box 30989, Lusaka.
Phone: +260 211 222294
Fax: +260 211 222297
info@zwma.org.zm

Facebook/ Zambia Metrology Agency
LinkedIn/ Zambia Metrology Agency



The importance of Waste Management

— An analysis of the product cycle. —

By Manzi Valley

Waste refers to anything that is unwanted, surplus, unused, remaining from a process. To the manufacturing industry waste is the scrap material, for example, plastic off cuts in the bottle forming process and through the various operational activities that are discarded. Good waste management plays a significant role in the sustainability drive, with people's health and the conservation of resources being the responsibility of everyone.

In the water bottling sector, the production and use of plastic has increased markedly over the past few years. As the industry has grown in Zambia, this has also resulted in an increase in generation of scrap plastic from the production process and after consumption of the product. These increases in waste and its disposal generate several environmental problems and concerns more so as the same properties that make the plastic a good container for storage and distribution are the same properties that make the plastic hard to decompose in garbage dumps.

Product Cycle.

At Natural Valley Limited, different products are packed using different packaging materials based on packaging size and consumer demand. The consumer demand is increasing and millions of liters of potable drinking water are required and produced annually; this in turn means that plastic used to package and distribute the water is growing in relation to the demand.

PET (Polyethylene Terephthalate, has a high tensile strength) is used to package the smaller single serve bottles. PET is cheaper and easier to handle in production, however it is not easily recyclable and Zambia has little capacity to fully recycle it. Natural Valley Limited shares responsibility with other users in the waste generated in manufacturing, packaging and consumption of its products.

We endeavor to reduce our waste and impact on the environment by practicing the 3 R's (Reduce, Reuse, Recycle). This means different forms of waste management methods are used depending on the nature of the waste.

Reducing

Natural Valley has changed its delivery matrix by reducing the percentage of water sold in the single serve PET bottles and focusing on bulk water distribution in the right polycarbonate (PC) material, that's not only reusable but also recyclable. This PC bottle, can withstand heat sterilization and a rigorous cleaning, is now our major packaging medium.

In this way we have reduced our plastic impact footprint by 70% as we now produce proportionately less single serve bottles and thus use less PET.

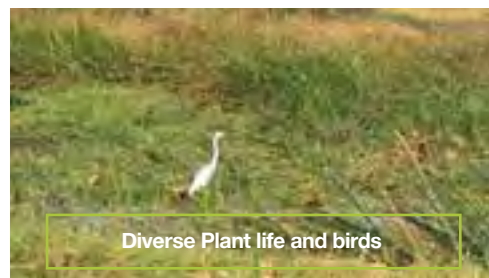
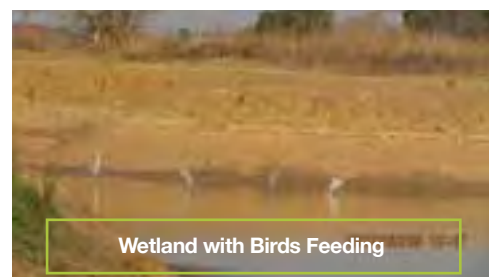
Reusing

It is important to note that recycled PET is not reusable in food applications.

Any PET waste generated at the Natural Valley factory is either used in our nursery as plant pots, or reground for various purposes. One initiative that we are experimenting with is to produce a hybrid plastic tile that we hope to use in road paving. Any waste water generated in production activities is re-directed to watering the surrounding gardens and replenishment of an adjacent inner-city wetland, supporting various plant, animal and bird life.

Recycling

Once the PC bulk bottles have completed their reusable cycle, Natural Valley recycles the PC 100% within the plant. This results in a much lower environmental impact by reducing oil usage and carbon dioxide emissions. This form of recycling is one of the most important actions currently available and represents a dynamic area of waste management in the bottled water sector today.





Development Consulting

AMSCO addresses systemic issues that are hindering the growth of entrepreneurs, businesses and economic growth. Development Consulting is based on the premise of making markets work to promote social economic development, by working in partnership with African governments, global, regional, national and private development sectors.

Enterprise Development Programmes

Enterprise Development Programme ("EDP") is a framework agreement between African Governments to provide registered enterprise solutions for management resourcing that enables growth, turnaround, sustainability and competitive business with in African countries.

Human Resources Advisory

HR advisory is a division within the AMSCO group of companies created to influence the discourse around Human Resource Management across the African continent. The ability to attract, retain senior talent is increasingly becoming a necessity that needs the support of rapid career advancement opportunities and focussed development of local talent. Initiatives under the service include Recruitment, Training & Development programmes and HR Consulting.

Impact Advisory

The Impact Advisory service is offered through AMSCO subsidiary company GreaterImpact. GreaterImpact has a deep understanding of the needs and aspirations of communities and civil society organisations, as well as the corporate social investment and finance sectors. This enables them to merge a sustainable development focus with a pragmatic business approach. They help clients integrate social impact and value creation practices into their core business strategy so that, they can grow an inclusive African economy. They offer Impact Mapping, Impact design and Impact assessment.

"Implementers of the Enterprise Development Project in partnership with the Government of the Republic of Zambia"

Plot 3662 Philomena Chambers, Suite B, 1st Floor, Cnr Njoka/Chakeluka Roads,
Olympia Park, Lusaka Tel: +260 211 295 943
E-mail: info@amscozambia.com Web: www.amsco.org

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AMSCO



BONGOHIVE

HELPING GREAT MINDS BUILD BUSINESSES

Over the past few years, we have witnessed a snowball of support for Africa's entrepreneurs. Whether in the form of funding, mentorship, or skills training – there are incubator and business development programmes catering for various entrepreneurial needs. Here, in Zambia, we have BongoHive.

Zambia's first innovation and technology hub, BongoHive was established in Lusaka, in 2011, to address the gaps within the local technology industry leading to a lack of coordination, skills exposure and productivity. Some of its first success projects included the Bantu Babel mobile application, a free Zambian translation app that was created through a collaboration between BongoHive and Peace Corps Volunteers in Zambia during the Random Hacks of Kindness, a hackathon that took place in December 2012. In 2012, the Disaster Management and Mitigation

Unit, with the help of BongoHive Zambia, set up a crowdsourcing site to help farmers devastated by the army worm invasion that occurred in 2012/13. Recently, for the Civil Society for Poverty Reduction (CSPR), BongoHive developed The Budget Tracking Tool. A tool used to monitor evaluate government against budget lines from the Ministry of Zambia Yellow Book. In years prior, this was a solely paper-based undertaking. The BongoHive intervention included mobile data collection, synchronisation, analysis and display to make the processes more efficient.

Since its existence, BongoHive has evolved to assist scalable startups of any background by enhancing skills, accelerating growth, strengthening networks, increasing collaboration, providing a forum for ideas exchange and reducing the barriers to entrepreneurship. They are catalysing the growth of the tech and startup communities in Zambia with their tech/business workshops, networking events and startup programs.

In 2016, BongoHive launched its startup programmes and SME masterclasses. The Discover pre-accelerator programme is built for aspiring entrepreneurs, it takes some great minds with promising business ideas and helps them turn their ideas into launchable startups in 3 weeks.

The Launch accelerator is for early stage startups, with a minimum viable product looking to scale in Zambia and beyond. "When startups apply to participate in Discover or Launch at BongoHive, a key question asked in the application process is "What problem is your idea/business solving?" This is because people and organisations invariably pay for services or products that are a solution to a frustration they are experiencing or offer an enhancement they believe will benefit them", says Simunza Muyangana, co-founder and Director of Entrepreneurship at BongoHive.

"Being part of BongoHive's 3rd cohort of the Launch Accelerator, I consider myself extremely privileged to have taken a front row seat absorbing the necessary knowledge, skills, many technical and strategic "know how's" needed for a founder to successfully execute. The extremely supportive team have a deep understanding of the startup journey that you are about to undergo, if something comes up, or you discover something even better and feel you need to pivot, the team will help you quickly get to work. In my experience, having to work through heaps of school, two months before demo day was challenging but thanks to the mentors for help and support, that I normally wouldn't get anywhere else, that means the world to me. If you have an idea and you feel you can change the world, consider getting support", says Chilumba Machona (entrepreneur), founder of Agrisave Zambia.

BONGOHIVE AND ITS PARTNERS ARE PLAYING A CRITICAL ROLE IN ADDRESSING THE CHALLENGES THAT INNOVATIVE ENTREPRENEURS FACE...

BongoHive has over fifteen (15) local and international partnerships including MTN Zambia, Cavmont Bank, Facebook and Amazon Web Services. Due to the most recent partnership with GEC Liquid Zambia, startups in Zambia via BongoHive now have greater access to high-speed internet and cloud-based services. The partnership with Musa Dudhia & Company, one of Zambia's oldest and credible law firms provides startups in BongoHive with world-class legal advice which would otherwise

be inaccessible. BongoHive Co-founder and Head of Entrepreneurship, Simunza Muyangana, spoke of how legal guidance for startups is often overlooked but a very vital aspect to building a scalable business. "As an SME starts to grow, it is important to have appropriate documentation in place to protect the business and its assets. Having an experienced corporate and commercial team of lawyers to discuss a start-up's options upfront may help avoid unwanted results down the road, like paying more in taxes or exposing yourself to unnecessary liability."

Early this year, BongoHive carried out an Agribusiness Bootcamp, first of its kind in Zambia, together with the World Bank, Ministry of Commerce, Trade and Industry under the Agribusiness and Trade Project. The Zambia Agribusiness Bootcamp was a competitive mentoring and training program designed to help twenty (20) growth-oriented SMEs operating in value-added agribusiness to derive concrete and feasible expansion plans. In three months, the bootcamp supported participating enterprises through coaching, market contacts and peer learning.

"BongoHive have done everything in their capacity to give us the launch pad we need. I know it's their desire to want to do more and I think as time goes, they will have the capacity to do as much as they can to help start-ups get better. As Outsource Now, we would like to pay it forward someday and help the next generation of startups by working with hubs like BongoHive," says Chisepo Chirwa, (entrepreneur) co-founder, Outsource Now.

In the past few years, BongoHive has been able to provide soft-landing for hundreds of entrepreneurs. This has been done via partnerships with multiple stakeholders creating an ecosystem which is stronger than any individual entity. There is real opportunity for private sector and government to derive tangible benefits by supporting the start and growth of enterprises via entities such as hubs, incubators, etc. BongoHive and its partners are playing a critical role in addressing the challenges that innovative entrepreneurs face in the local economy and they are open to more collaboration and look forward to working with more players in making Zambia the next hotspot of innovation in Africa.

ZABS

A FRIEND OF INDUSTRY

By Nzali Chella

So, why has the Zambia Bureau of Standards (ZABS) undergone restructuring? What does this entail for business? Has ZABS responsibility towards industry changed? These are among the many questions that you the general public and industry want answered. These questions are absolutely genuine and to a large extent lays the foundation for this article.

The restructuring of ZABS was necessitated by the need to implement government policy in line with the National Quality Policy (NQP) of 2010. The National Quality Policy (NQP) was developed to enhance efficiency and clearly outline operations, devoid of conflict of interest, especially in the institutions mandated with the responsibility of developing standards and at the same time, enforcing these standards. It is against this background that the Government through the Ministry of Commerce Trade and Industry (MCTI) passed New ACTS to restructure the National Quality Infrastructure resulting in ZABS operating under a new and reduced mandate yet of such great importance to industry.

Formerly, ZABS was tasked with the responsibility of developing standards and at the same time enforcing these standards through inspections and market surveillances while also undertaking scientific metrology activities. The Standards ACT No. 4 of 2017 with which ZABS is currently operating under, means that the Bureau can no longer carry out any regulatory functions. What this does now, is that it allows ZABS to have an enhanced and dedicated role of providing support to industry through the development of market driven standards and providing conformity assessment services which include testing, training and certification. Allow me to briefly talk about this enhanced role in detail. First and foremost, it is our obligation to promote a quality

culture amongst industry through promoting the use of standards. You will be interested to know that as ZABS, we have developed over 3,500 standards in various sectors from construction to agriculture, to energy, to the food and beverage sector. Some standards are mandatory while others are voluntary. Voluntary standards are available if one chooses to use them, whereas mandatory standards carry formal legal requirements. In today's competitive business environment and as consumers become increasingly informed about their choices, conformity to recognized standards becomes essential for any producer or manufacturer. One of the benefits of standards is that they promote a culture of continual improvement where an organization strives to continuously provide products and services that meet the ever changing needs and demands of consumers while applying innovation to their product offering. Hats off to those companies which have shown commitment to consistently producing quality goods and services through the use of standards.

“ Our support to industry does not end with the development of market driven standards but goes on to provide testing services in the Bureaus' accredited laboratories..”

Our support to industry does not end with the development of market driven standards but goes on to provide testing services in the Bureaus' accredited laboratories. At ZABS we pride ourselves in the modern laboratories that are able to test various products and assess their conformity to required standards. The

laboratories test both locally manufactured and imported goods in compliance with Zambian Standards, International standards or client specifications. Some of the accredited labs include Chemistry, Microbiology, Chromatography, Condoms and Petroleum. ZABS was first accredited to ISO/IEC 17025 in 2015 but, we have over the years continued to expand the scope of accreditation.

Finally, ZABS provides management systems training to promote awareness, and the advancement of quality management practices to Industry based on local and International standards to enhance the competitiveness of Zambian goods and services. The training courses are designed to put organizations on the fast track to success as it leverages the competitiveness of its products or services in both local and international markets.

ZABS provides certification and one of the certification schemes that an organization can implement is Product certification. This is a voluntary scheme that involves the issuance of a certificate or mark (or both) to demonstrate that a specific product meets a defined set of requirements such as safety, fitness for use and/or interchangeability characteristics for that product, usually specified in a standard. It promises guaranteed quality to the consumer and acceptable manufacturing practices to the manufacturer.

As industry begins to appreciate this new role of ZABS we hope to see more products and companies certified and have safe and quality products competing not only locally but regionally and internationally. We are now a friend of Industry, there to ensure that step by step we promote competitiveness of industry and a quality culture so as to contribute to the sustainable social-economic development of this nation.





TRADEKINGS GROUP



Improving Lives



When we looked around the country, we found a huge gap in the understanding and appreciation of the safety aspects of electrical cables & wires and its usage in various applications. The safety concerns and awareness were often ignored and this was reflected in the quality of material available in the country.

Neelkanth's vision from day one has been to look at Safety as the key pivot of the production process where the safety of the end user is the key corporate concern.

When the US 24 Million dollar cable plant was commissioned in Zambia's Copper belt, Ndola the whole approach was based on safety. Which led to the establishment and commissioning of one of the most advanced and comprehensive quality control labs in the region.

This lab is equipped with state of the art digital testing equipment that puts all cables through a comprehensive 8 stage quality test that looks at the safety aspect of the cables from the point of view of fire hazards, shock, longevity and flexibility.

As a company huge investments have been made to ensure only the highest quality of cables go out in the market that will help protect people their hard earned investments. And for bigger industries and mines ensuring a high quality safe cable means saving of hundreds of man hours of downtime and long term savings of million of dollars in repair maintenance and downtime of critical process time thereby increasing productivity.

Neelkanth has been working out various public awareness campaigns that aims to educate people about the importance of choosing only thoroughly certified and tested cables.



For this the company has brought in Football legend and Zambian national icon Mr. Kalusha Bwalya as its brand ambassador who will be engaged in various efforts to explain the advantages of choosing a tested and certified cable. As you are aware Mr Kalusha usually does not lend his name easily to endorse products. We have him on board clearly with an understanding that SAFETY FIRST is a corporate motto and we swear by it. He was convinced of our integrity which led him to this association. We are honoured Sir.



The company intends to utilise Mr. Kalusha's brand power and popularity to spread the message of safe cables like Neelkanth which goes through comprehensive a 8 stage quality test.

Currently available in Zambia, Uganda, Tanzania, Rwanda DRC and Kenya these high quality cables will soon be available in most east and central African countries.

In sync with the government's vision to produce, promote value addition and export more and more finished products, we are focussed on using indigenously mined copper to create world class cables that will be accepted with respect in the region.

Today Neelkanth with its wide range of cables is increasingly getting respected in the region as it continues to build trust amongst users as a non compromising corporate house that swears by the motto: Your Safety First.



food Manufacturing

Responsibility Beyond Legislation

By Equatorial Food Ingredients

In the last 18 months the food manufacturing industry in Africa has been severely affected with several varied issues. Any casual observer will have been able to follow many unfolding stories – whether they be accurately reported on or not.

Kenya followed the example set by many countries by imposing a ban on all flat and carrier bags, apart from those used in primary industrial packaging.

This had a dramatic impact on many businesses, with some plastic manufacturers closing their doors and retrenching staff and some entrepreneurs starting new businesses making and selling the approved cloth, sisal, papyrus and paper bags. A paradigm shift in thinking – whilst the environment breathed an unchoked sigh of relief, the public began modifying their behavior. 7 months later people have, generally moved on. The capital city of Nairobi took on a new look, with the piles of rubbish and thin plastic bags clogging the life out of the environment diminishing almost overnight.

In South Africa, an outbreak of listeriosis was declared in December 2017. The first case was reported in January 2017. The supposed source of the listeriosis was finally identified in March 2018. Over 900 cases were apparently reported, and the death toll was over 170. This has, again, had a dramatic impact on food industry, both on a personal level for consumers as well as far reaching effects on food manufacturers, employees in those businesses and related industries. In Zambia a cholera outbreak was declared on 6th October 2017, and it reached a peak of 650 cases per week, with a 1.8% reported fatality rate. To curb the spread of the disease the streets of the capital were dramatically cleaned up, something that was long overdue and that gave Lusaka an instant “make-over”. The ripple effects of this clean up, both positive and negative, were felt across the general population.

Next – the sugar tax in South Africa. It is now very expensive, more expensive than before, to use sugar as a sweetening and functional ingredient. Will it stop people from wanting and consuming high sugar products? The harsh truth is – probably not.

This begs the question dear readers, and especially, all food manufacturers, where is our moral compass pointing if we must wait for disaster to strike or drastic changes in taxes and legislation before making positive changes?

Surely the onus is on US, people actively involved in putting food products on the shelves and in people’s mouths to lead and not follow or wait for government prompts. We need a paradigm shift in our thinking. A shift that is economically viable so that businesses can function and “be in business” despite doing the right thing. The right thing in ingredient use, packaging, hygiene, advertising, promoting products accurately and most of all, a far higher respect for all consumers across all demographics.



Introduction

Roland Imperial Tobacco Company (RITCO) Limited is a wholly owned Zambian (indigenous) company. It was incorporated in 2001 to trade in and manufacture cigarettes and other tobacco related products.

In May 2013, RITCO Limited established a cigarette plant to produce LIFE and GUARDS brands of Cigarettes. Currently, Zambia has one Green Leaf Threshing Plant (GLT), but has no Primary Processing Plant (PMD) despite Zambia being a world renowned tobacco grower, of immense quality and great flavor. Zambian Cut Rag Processors Limited (A subsidiary of RITCO), was incorporated two years ago, for the establishment of the Tobacco Processing Infrastructure (GLT: PMD).

The PMD, produces Cut Rag, the processed tobacco type needed to feed into the Cigarette Making Plant. The Company has since gone through changes from only distributing Cigarette products from partnerships with other Tobacco Companies and shifted into the manufacture of its locally produced Zambezi, Life and Guards Cigarettes, resulting in exponential growth of market share.

The Core activities of the Company are Manufacturing and Distribution of Cigarettes and other tobacco related products. Roland Imperial Tobacco is undergoing a rapid expansion programme. The expansion programme will see the relocation of the Trading Division from Lusaka Show grounds and Cigarette manufacturing division in Makeni to the Lusaka South Multi Facility Economic Zone (LS-MFEZ).



Roland Imperial Tobacco Company

The Cigarette Manufacturing Plant Comprises of Three Separate Production Lines, with a total Installed Capacity of 21,000 Sticks per Minute. It will also have a Roll-Your-Own Production line, Filter Making Line and a Two-Stick Packing line.

RITCO has embarked on creation of a tobacco processing plant in the Lusaka South Multi Facility Economic Zone (LS-MFEZ) that will incorporate;

- A Cigarette Manufacturing Plant (Secondary Plant)
- A Primary Processing Plant (PMD)
- A Green Leaf Threshing Plant (GLT)

In Order To Harmonise The Group Investments In The Tobacco Processing Infrastructure, The Investments Have Been Grouped As Follows:

Roland Imperial Tobacco Company Limited (US \$30 Million)

- Cigarette Manufacturing Plant

Zambian Cut Rag Processors Limited (US\$50 Million)

- Primary Processing Plant
- Green Leaf Threshing Plant

Building of the Tobacco Industrial Processing Park with a capacity of 12,000m² factory space in the Lusaka South Multi Facility Economic Zone (LS-MFEZ) to house a Secondary Plant (For cigarette making and Packing), Green Leaf Threshing (GLT) and Primary Processing (PMD) plant commenced in 2017. The new plant will have a total investment value in excess of USD \$80.00 million.

The new plant in the LS-MFEZ is expected to create 2000 jobs across the entire tobacco supply chain from tobacco farming, through to tobacco processing, cigarette manufacture, distribution and the retail.

RITCO will also empower farmers through tobacco outgrower schemes. Reforestation programmes will also be part of the Company's Corporate Social Responsibility initiatives.

RITCO also plans to undertake contract manufacture of cigarettes on behalf of willing prospective clients, due to its excessively high installed production capacity that far exceeds Zambia's cigarette consumption. RITCO is also investigating possible exports to the neighbouring countries, within the SADCC and COMESA markets.

Achievements Of Roland Imperial Tobacco Company In 2017

- The Signing Of the Investment Promotion and Protection Agreements (IPPAs) For Roland Imperial Tobacco Company Limited and Zambian Cut Rag Processors Limited, Totaling US\$80 Million. The IPPAs were signed in December 2017 through the Zambia Development Agency, who represent the Government.
- Officially Launched The Construction Of The US\$80 Million Tobacco Processing Industrial Complex In LS-MFEZ .The Project being The First Of Its Kind In Zambia Comprises Of The US\$30 Million Cigarette Manufacturing Plant And The US\$50 Million Primary Processing Plant and Green Leaf Threshing Plant.
- Witnessed the Award Of The Certificate by Zambia Bureau Of Standards (ZABS) In Quality Management Systems, Based On ISO 9001:2008. The ISO Certification provides confirmation of the Company's ability to deliver quality service/goods and enhanced customer satisfaction to that of international standards.

- The Company launched, in 2017, the Life Gold brand which has received outstanding reviews for innovation, aesthetics and flavor. Life Gold cigarette is RITCO's first entry into the Premium segment of the Zambian market and plans are underway to launch a further line of international standard brands.
- RITCO has also launched a special cigarette brand, targeting the ever growing Chinese population. We have no doubt of the success to be of this cigarette, known as ZAM MAO.

Projects and Investments for 2018

- The factory in Makeni has three ultra-modern lines with a capacity of 7 billion sticks per annum. All the above mentioned production lines will be relocated to the LS-MFEZ in 2018.
- Construction of factory space to accommodate the Green Leaf Threshing (GLT), Primary Processing (PMD) and Secondary Plants has reached an advanced stage in the LS-MFEZ. The resultant increase in capacity and introduction of the technologically advanced cigarette processing machinery will greatly contribute to the industrialization of the country and create a market for skilled labour both for Zambian nationals and expatriates. More jobs are expected to be created based on

the growth projections of the Company.

- The Trading Division is responsible for the Marketing and Distribution of all products under RITCO and boasts of an extensive distribution network covering the entire 10 Provinces of the Zambian Market. The experience of the Trading Division dates back to 2001 when the Company commenced operations with a distribution model, partnering with various International Tobacco Manufacturers. The Trading Division has a full complement of diverse staff supported by over 15,000 agents spread across the country.
- The distribution model used by the Trading Division of RITCO stands out as one shining example of success in Zambia. All production from the Manufacturing Division of RITCO is received by the Trading Division for distribution country wide. The distribution capacity of the Trading Division is undergoing expansion, especially, in view of the increased capacity of the factory.
- The Company plans to expand its cigarette brand portfolio with the introduction of at least two (02) new brands in 2018.
- The Company will soon start production of Japan Tobacco International (JTI) brands of cigarettes in Zambia following signing of the agreement. Japan Tobacco

International (JTI) are the third largest producer of cigarettes in the world. This is a testimony of the highest quality of the machinery in our factory and the high level of cigarette making expertise embedded in our largely Zambian personnel.

- RITCO is also exploring the prospects of the export market especially considering the geographically Strategic Position for exports to its eight neighboring countries and beyond, The Southern Africa Development Community (SADC) And Common Market for Eastern & Southern Africa (COMESA) Markets.

The establishment of the Cigarette Manufacturing Plant, has brought about enormous benefits to the country and these include, among many others, such as;

- Create jobs for Tobacco Farmers, who are mostly Peasant farmers. Currently, the industry employs more than 450,000 people with over 2.34 million dependents, which is nearly 20% of Zambia's population.
- Create jobs for Primary Tobacco Processors
- Create jobs at the Cigarette Manufacturing Plant. Both direct and indirect employees
- Create jobs for cigarette traders' i.e. Distributors, wholesalers, retailers, sticks market (Mishanga sellers) etc.
- Pay Taxes across the broad spectrum
- Earn foreign currency through export of value added products



ZAMBIAN BREWERIES

CULTIVATING HOME GROWN SUCCESS WITH CASSAVA PROJECT

Popular scheme set to reach 5,000 small scale farmers by end of year

LUSAKA, ZAMBIA – **Zambian Breweries' ambitious cassava project is set to benefit all members of society, from small-scale farmers to consumers, and add to the firm's long-term investment in the country.**

Since the start of the company's initiative in 2016, the brewing giant, along with its partners, has ventured into an outgrower scheme that started with just 1,000 small scale farmers in Luapula Province.

The project now provides a market and livelihoods for more than 4,000 small-scale farmers, stretching into Kasama district, and the project is poised to reach 5,000 small-scale farmers by the end of the year.

One farmer that caught the attention of the company is Delphister Chilambwe, from Mansa. From a humble background, Delphister has defied the odds and she has applied part of the proceeds she gets from supplying cassava to Zambian Breweries into construction of her house.

"I had started growing a hectare of the cassava and sold the crop to Zambian Breweries. I then proceeded to cultivate two limas (size of land) of cassava and that helped me construct my house," she said. Delphister says she is happy that the firm started the cassava project as it has given small-scale farmers a sense of empowerment, and instead of exporting their produce, Zambian Breweries has made it easier for them to sell it locally through partnership with GroAfrica's depots.

"It was tedious and time consuming to peel and soak cassava to make it ready for export. Zambian Breweries makes business convenient as we simply peel, cut into sizeable pieces and take our dried cassava to the depots," she explained.

She also prefers growing cassava to maize as it requires little to no fertiliser and is a drought-resistant crop.

"The cuttings we receive are usually treated and fertiliser is applied once. What is left is

just to weed our cassava crops after planting and that's it. But for maize, you would need to apply both basal and top dressing fertilisers and the lack of applying either of them has the ability to destroy maize yield," Delphister added.

Zambian Breweries' country director Jose Moran said the company cares about the communities in which it operates and that its dream is to ensure that its value chain boosts sustainable socio-economic growth and the promotion of crop diversification.

"Zambian Breweries has a variety of widely and accessible products that are supported by the input of our treasured small-scale farmers. One such product is Eagle Lager, of which cassava is an essential ingredient. Our dream is to bring different small-scale farmers like Delphister together to create better communities and for a stronger economy driven by agriculture," said Mr Moran.

"Zambian Breweries has been a strong positive force in fostering value addition of quality, accessible and affordable products through crop diversification implemented by small scale farmers. We aim to increase the number of registered farmers in the project to 5,000 by the end of 2018," he added.

The company's corporate affairs director Ezekiel Sekele is delighted that the company is pushing for crop diversification by encouraging farmers to plant more cassava for the production of Eagle Lager, a beer steadily dominating the market.

"Zambia has experienced irregular rainfall patterns and it would be essential for farm-

ers to consider cassava farming as it is also drought resistant. We assure small scale farmers of a sustained market for their cassava and are looking to roll out this project to more areas," he said.

About AB InBev in Zambia

Zambian Breweries Plc is part of Anheuser-Busch InBev (AB InBev), the largest brewer in the world, with more than 400 beer brands and some 200,000 employees in over 50 countries. It is also one of the world's largest bottlers of soft drinks.

Zambian Breweries was established in Zambia in 1968 and its product range has grown to include clear beers such as Mosi Lager, Castle, Carling Black Label and Eagle beer as well as the Coca-Cola, Sprite, Fanta and Schweppes brands.



Cassava farmer Delphister Chilambwe at her current thatched house. She will be building a new house nearby from the proceeds of her cassava business with Zambian Breweries.



Mr. Chama, One of the first cassava farmers in the Zambian Breweries outgrower scheme, with his family at the house he has built as a result.

25 YEARS OF TRUST



MMI has been at the forefront of the steel and construction material business for over a decade now. In this short period of time, it has gained an enviable reputation for very high level of quality and superior customer satisfaction.

The roofing division of MMI Steel Mills is Kiboko Pre-coated Sheets that produce roofing sheets with applications in Commercial, Industrial and Residential buildings.

These are available as corrugated, Inverted Box Rib IBR, Bullnose profiles in bare and pre-painted formats. Our sheets are visually appealing, aesthetically designed and extremely durable.



Due to rapid demand growth in 2005-2008 MMI Steel Mills Ltd installed and commissioned a plant to make Galvanized and Pre-printed Roofing Sheets.

It had gained a leadership position with regards to roofing sheets, where its strength, robustness and suitability for the region has been highly appreciated by the traders and the customers alike.

In the steel sector, MMI is a fast growing multinational and a leading manufacturer of Cold Rolling Sheets, Structural Steel Products and Galvanized Roofing Sheets in East and Southern Africa with state-of-the-art manufacturing and processing plants in Tanzania, Zambia, Uganda and Mozambique, with an aggregate production capacity of 350,000 tons per annum.

In a short span of two decades, MM Integrated Steel has become a respected brand and is the preferred choice within the building and construction industry.



All our manufactured steel products are sold under the brand 'KIBOKO'. Our competitively priced products are sold through a nationwide network of dealers & distributors. We also export to adjoining countries such as South Sudan, Congo-DRC, Malawi, Rwanda and Zimbabwe.



BLACK PIPES



COLOR ROOFING SHEETS



Copperbelt Forestry Company Limited

Since the incorporation of Copperbelt Forestry Company in the year 2000, we have strived at capacity building and value addition to our products. We have broken boarders in exportation of our products such as floor decking in Rosewood and Teak just to name a few.

The Company is involved in processing of sawn timber and timber related products mainly Joinery products, profile boards, prefab houses, engineered structural timber.

Championing the Proudly Zambian campaign the company will continue to be the sole and largest producer of electrical transmission poles, telephone poles and building poles in the country.

We have branches in:

Head Office:

Innovative Forest House
Plot No. 76/77 Forest Reserve
Kitwe-Ndola dual Carriage way
Kalibu Sawmills.
P.O. Box 22994, Kitwe
+260 212 251414/251411
sales@cbforest.co.zm, cofoco@zamtel.zm

Lusaka:

Plot 1154215
Great North Road, (500m from Kabangwe Police Post)
Kasangwe Area
OR
Plot 2716/1638 Malambo Road, Lusaka
lsksalescbforest@gmail.com
0954 269301/ 0974 146024
OR
Mungwi Center
Along Mungwi Road
lsksalescbforst@gmail.com
0955 617923

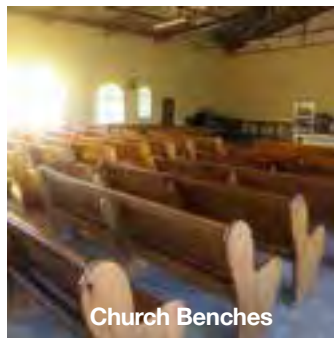
Kitwe:

Plot 7025, Euclid Road
Off Independence Avenue,
Kitwe
kitwesalescbforest@gmail.com
0965 329 741

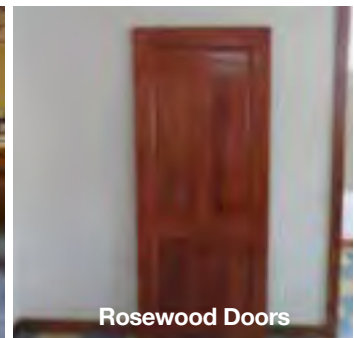
Product Showcase



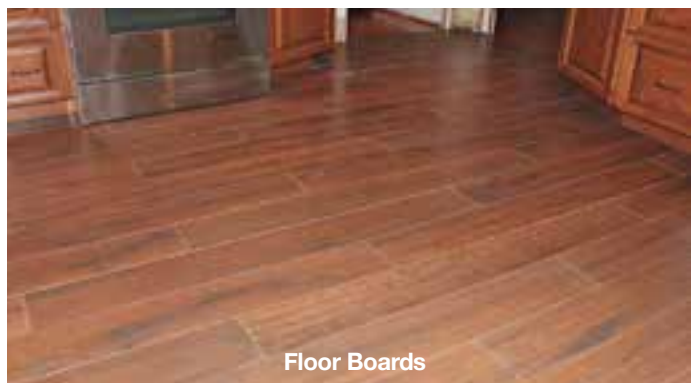
Kitchen Unit during installation



Church Benches



Rosewood Doors



Floor Boards



Our Workshop

Empowering

Women and Youth in Garments Manufacture

A project to take zambian tailored products to the next level

By Mwenya Luchembe –
ZAM Assistant Membership Officer

There has been much talk about poverty reduction and wealth creation in Zambia. This stems from the high levels of poverty in the country that have presented great challenges for many Zambians to attain a decent living. One of the ways in which poverty can be reduced is through the provision of a quality education and enhancement of skills development. The argument put across is that when people are educated or are empowered with skills, the chances of them creating conditions for them to meet their capabilities is enhanced. In this regard, the Zambia Association of Manufacturers (ZAM) developed a project called the 'Zambia Regional Integration Capacity Building Project in Garment Manufacturing' which aims at empowering Zambians with skills in garment manufacturing. The pilot project will be implemented in Lusaka and aimed at achieving a medium scale capacity of 1000 to 3000 garments per week, which, if successful, can be copied in several other target areas in the country. The project targets a minimum of 100 tailors and 50 tailoring assistants for finishing, pressing and packing to ensure that the cluster develops into a Garments Manufacturing Powerhouse.

A Historical Perspective

A look at the historical background of the Textiles and Garments Industry in Zambia shows that the Zambian government has for many years considered this industry as a potential driving force for development and poverty reduction, on the condition that it can be revived and made sustainable. The government has always aimed to empower local manufacturers in this industry in a bid to serve the internal market. Growth in the local market would create a situation where local manufacturers would be able to make

enough profit that will enable them to expand their businesses both locally and internationally thus developing the country's export capacity in this industry. The labour intensity characterising this manufacturing sub-sector is extremely well suited to assist in employment creation and poverty reduction in the country. However, it has been observed to-date that efforts to revive the Textile and Garments Manufacturing Industry have so far been unsuccessful, possibly due to the competitive international market situation (including the availability of second hand clothing) and the high costs of production in Zambia.

..... “ “

“ZAM is excited to roll out this game changing project in the Textiles and Garments sector...”

The project that the Zambia Association of Manufacturers (ZAM) decided to embark on is one that has cost US\$ 520 000 dollars and its main target is women and youth empowerment. This project has been modelled on a cluster system where all tailors are independent small entrepreneurs, participating in and co-owning the cluster facilities. The cluster is a business form that was pioneered in other countries like Ethiopia, where it was successfully implemented in the manufacturing of shoes. It comprises a system where many small independent entrepreneurs (tailors in this case) cooperate to serve large

orders, which they would not be able to tackle individually.

The Roll Out Plan:

To carry out the next phase of this project, ZAM is working to locate a suitable factory space that will serve as a Cluster Training Centre for these tailoring activities. Once located ZAM shall ensure the set-up of industrial grade sewing machinery in the manufacturing hall which will feature; production machines, designing and cutting tables, materials stores and offices as well as office equipment. This centre shall provide the cluster members with the means to produce garments in significant quantities as a one stop shop.

Secondly, ZAM shall in collaboration with various partners design and roll out robust training programmes involving tailoring courses meant for the production workers – tailors and/or designers. The production team shall receive the same training, including general understanding of the construction of a garment and the use of various machines, from the straight sewer to the specialized machines. The training programme is expected to draw on expertise from different countries and will contribute to developing a cadre of world-class tailors and designers in the textiles and garments manufacturing sector.

ZAM is excited to roll out this game changing project in the Textiles and Garments sector. We believe the project will contribute significantly to job and wealth creation whilst simultaneously developing the skills of vulnerable women and youth to run their own independent businesses, setting a positive trajectory for Zambia achieving the goals set in the Vision 2030 agenda.

2018 ZAM Mini-Directory

DIAMOND

Tradekings Group	Agro Processing	260-211-286117/27
Roland Imperial Tobacco Limited	Agro Processing	0211 256649
Neelkanth Cable Limited	Cement & Refractory	260-212-671661
Neelkanth Lime Limited	Cement & Refractory	260-211-846098
Metal Fabricators of Zambia	Metal Fabrication	260-212 591000; 591012 LSK 260 211 229003/4
AMG Investment Limited	Metal Fabrication	211846444
Technical Engineering Company Limited	Metal Fabrication	211846444
MMI Intergrated Steel Mills	Metal Fabrication	260-211-846098/ 287266
Musa Biscuits Limited	Agro Processing	260 211 286683
Seedco (Z) Limited	Agro Processing	260-211-288048 /9
Kachema Meat Products	Agro Processing	260- 211- 232918
Global Industries Limited	Agro Processing	260-212-650031/6/7
El Sewedy Electric (Z) Limited	Electrical Engeering	260-212-650120
NWK Agri Services Ltd	Agro Processing	260-211-288125/ 288333
Dangote Industries	Cement & Refractory	971260666
Morganite Zambia Limited	Metal Fabrication	260 -212-611297-8/615058
Africa's Best Beverages Limited	Beverages (Alcoholic)	961932095
Zambian Breweries Plc	Beverages (Alcoholic & Non-Alcoholic)	260-211-246555/ 246442/3
British American Tobacco Zambia Plc	Agro Processing	211272287
Jash Breweries Ltd	Beverages (Alcoholic)	972096711
Zambian Fertilizers Limited	Agro Processing	211240375
Zambia Sugar Plc	Agro Processing	260- 232- 231106
Outnet Marketing Limited	Paper	2118432831
Zayaan Investment Limited	Agro Processing	211234555
Zambia Bata Shoe Company Plc	Leather & Leather products	260-211-242328/ 244397/244254
Zambeef Products Plc	Agro Processing	229880,252456;369003 (Head office)
Novatek Zambia Limited	Agro Processing	229880,252456;369003 (Head office)
Zamleather Limited	Agro Processing	229880,252456;369003 (Head office)
Aller Aqua Zambia	Agro Processing	211243003

PLATINUM

Acacia Beverages Ltd	Agro Processing	260-211 286580/ 286583
Kansai Plascon Zambia Ltd	Paints	211-845668/287939/287978/
Melcome Industries	Plastics	260-211-287481/ 289717
Jagzam Investments Ltd	Beverages (Alcoholic)	969158811
SR Distileries (Z) Ltd	Beverages (Alcoholic)	260-211-273449
City Clothing Factory Zambia Limited	Textiles and Garments	260-211-222142
The Real Meat Company	Agro Processing	211287703

GOLD

Mount Meru	Agro Processing	260-211-255241
Reba Industries	Mining	260-212- 251267
Natural Valley Ltd	Beverages (Non-Alcoholic)	260-211-283841
Electrical Maintenance Limited	Electrical Engineering	260-211-227824-8
Equatorial Food Ingredients	Agro Processing	260-211-272120-2
Saro Agro Industrial Ltd	Metal Fabrication	260-211-241477/845675
Californian Beverages Ltd	Beverages (Non-Alcoholic)	260-211-247012/246112
Pembe Flour Mills	Milling	260-211-845294
Nampak Zambia Ltd	Plastics	260-211-247525
National Milling Corporation Ltd	Milling	260-211-229548
Parmalat Zambia Ltd	Agro Processing	260-211-378400-3/ 378426
Copperbelt Forestry Co. Ltd	Wood & Wood products	260-211-246611/ 260-212 217648
Yasin Investments Ltd	Agro Processing	974961001
Duncan, Gilbey and Matheson Zambia	Beverages (Alcoholic)	260-211-247167
Classecon Roofing Africa	Asbestos/building materials	0211-840164-6
Manal Investment Ltd	Plastics	260-211-286431/ 235
Capital Fisheries Ltd	Agro Processing	260-211-287935
Polythene Products Zambia Ltd	Plastics	260 211 287 860-3
Dulux Zambia 2005 Limited	paints	260-211-287035/286807
Majoru Investments Limited	Agro Processing	260-211 272913
Africa Feeds Ltd (Tiger Animal Feeds)	Agro Processing	260-211-28626
Tata (Z) Ltd	Metal Fabrication	260-211-286081
Sakiza Spinning (Z) Limited	Textiles & Garments	260-212-215905
Strongpak (Z) Limited	Plastics	974776704
Zen Industries	Beverages (Alcoholic)	260-964 409688
Superior Milling Ltd	Milling	260-211-289252/ 289848
Eclipse Timber	Wood & Wood products	955- 955797
Jewel of Africa	Gemstones	260-211-25005
Sai Beverages Zambia Ltd	Beverages (Alcoholic)	211286546
Southern Beverages Zambia Ltd	Beverages (Alcoholic)	
Reddy's Global Industries Ltd	Beverages (Alcoholic)	211225544
Gold Spirits Zambia Ltd	Beverages (Alcoholic)	973562137
Yuva Beverages Ltd	Beverages (Alcoholic)	977566777
Descent Spirit Zambia	Beverages (Alcoholic)	260-212 651308
Zalco Limited	Metal Fabrication	260-211-221331
Invesco Ltd	Beverages (Non-Alcoholic)	260-212-650656/650315/650682
Lublend Limited	Petroleum Products	260-212-655381-4
Varun Beverages ltd	Beverages (Non-Alcoholic)	260-211-846339
GSR Distilleries Limited	Beverages (Alcoholic)	97111333
Box Pack Z Ltd	Paper	260-211-846152
Prime Care Alcohols	Beverages (Alcoholic)	260-211-846143
Non Ferrous Metal Works	Metal Fabrication	260 212 651603-5
Afritank (Z) Limited	Plastics	260-211-289601
Royal Flour Mills Limited	Milling	211231118
Champion Industries Limited	Beverages (Alcoholic)	260-973 614610
Agrofuel Investments	Metal Fabrication	260- 211- 288836/ 287979

SILVER

Rivonia Farm Products	Agro Processing	211- 213079/210903
Polymer Containers	Plastics	260-211-233384
Seba Foods (Z) Ltd	Agro Processing	260-211-242380/242415
Sav Steel Mills Ltd	Metal Fabrication	972062438
Neon General Signs Limited	Signage	260-211-290572
Signs of the Times Zambia Ltd	Signage	260-211-252428
Dolphin Containers Ltd	Plastics	211273030
Essential Commodities Ltd	Agro Processing	260-211-286261/ 286260/ 286388
Unified Chemicals (Z) Ltd	Agro Processing	286639
Afripak Zambia Limited	Plastics	0211847002/3
Parrogate Ginners Ltd	Agro Processing	211273793
Southern Africa Ferro Alloys Zambia	Metal Fabrication	260-212-213435/933/ 213729
Imperial Plastics	Plastics	260-211-212500
Lunzua Beverages	Beverages	211 251450
Kapenda Mabula Natural Products	Agro Processing	260-211-240093
Kazuma Plastics Ltd	Plastics	260-211-287812/13
Oriental Steel Company	Metal Fabrication	260-211-846666
Mansa Chili Limited	Agro Processing	211259970
Unity Group	Textile & Garments	212650222
Jimbara Merchants	Milling	212821172

BRONZE

International Drug Compnay	Pharmaceutical	260-211-234485/6/7
Dugude Enterprises and Semi Conductors	Electrical Engeering	977345529
Heroes Foundry & Engineering	Metal Fabrication	977870353
Family Juice Ltd	Agro Processing	974192850
Cork Trading	Textiles and Garment	260-211-238719
AI - Hatimy Developers Zambia Ltd	Electrical Engeering	965166516
Hult Investments	Beverages (Alcoholic)	978980316
Kane Limited	Agro Processing	260-211-21433
Food Plus	Agro Processing	966700837
Smart I-cones Investments Limited	Agro Processing	966474630
Signquip Branding Limited	Metal Fabrication	0211- 232055
LST Industry	Paper	211292910
Vwala Safety	Textiles and Garment	260-211-221949
Vomeck	Metal Fabrication	260-211-294027
Premier Safety Zambia Limited	Textiles and Garments	211254919

BRONZE (CONT.)

Moonstar Steel Investments Limited	Metal Fabrication	976156336
Lyeni Investments Limited	Agro Processing	977865442
Sunsweet Beverages	Beverages (Alcohol)	978815653
Tailors Cooperatves Society	Textiles and Garment	973231223
Prosteel Investment Limited	Metal Fabrication	968111174
Daisy Meats Ltd	Agro Processing	260-211-292059

ZAM ASSOCIATE

Bureau Veritas	Consultancy	260-211-256721
Finca International	Micro-Finance Institution	966 200 580
Kitwe Trades	Tertiary Institution	0212- 355359
Advisory Services Zambia Limited (AMSCO)	Consultancy	211295943
Granny Nursery School	Tertiary institution	977871242
ZCCZ	Construction	978890626
Toyota Zambia	Transportation and Logistics	971268000



Premier Safety
Zambia (PSZ) Ltd.



SERVICES

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BRANDING

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Manufacturers and Suppliers Of Personal Protective Equipment (PPE) for all sectors including; Agriculture, Commercial, Manufacturers, Mining, Construction, Hospitality, Defense Forces, Hospitals, Security Firms, Fire Brigade, Police, Road Traffic, DIY ETC.



What is ZAM?

ZAMBIA ASSOCIATION OF MANUFACTURERS (ZAM) a registered organization in the Republic of Zambia is a business association representing the interests of the entire manufacturing sector and other related economic and/or production sectors in Zambia. It was established in 1985 with the view to foster dialogue and relations between the Manufacturers and the Government so as to increase industrial intensity in Zambia.

ZAM's major objective is to promote the manufacturing sector through policy advocacy, dialogue, lobbying and technology upgrading of the production process as a way of improving productivity and competitiveness in industry.

Vision:

"To be the Association that will provide a forum for Manufacturers to network and dialogue with Government and other stakeholders in creating an enabling and conducive business environment"

Mission:

"To facilitate and promote the growth of an efficient and modern Manufacturing sector in Zambia.

Sectors Represented:

- Agro Processing
- Building Products
- Beverages (Alcoholic and Non-Alcoholic)
- Electrical Engineering
- Explosives
- Gemstones
- Industrial Gases
- Leather & Leather Products
- Metal Fabrication & Engineering
- Milling
- Paints
- Paper & Printing
- Petroleum Products
- Pharmaceuticals
- Plastics
- Refractory / Cement
- Rubber Products
- Soaps & Chemicals
- Textiles & Garments
- Wood & Wood Products

Post Net Box 424, P/Bag E891, Mandahill Centre Lusaka, Zambia,

Tel: +260-211-253696, Fax: +260-211-253693,

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