

The Zambian

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Editorial

The Zambian Association of Manufacturers (ZAM) currently represents the interest of various manufacturing sub-sectors through policy advocacy, dialogue, lobbying, business linkage initiatives and the provision of other key services such as technical advice, marketing facilitation and training.

ZAM recognises the significance of creating Business linkage initiatives that provide for dialogue between various manufacturers, solution providers and numerous other stakeholders. These linkages are essential as they may not only provide government oriented solutions, but also provide non-government oriented solutions on how local manufacturers can improve their production efficiency, market outreach, technological advancements and so on.

ZAM facilitates the promotion of Business to Business (B2B) partnerships and linkages, as they are essential, not only in the reduction of the Manufacturers reliance on Governmental interventions but further fashion the encouragement of creative and strategic private partnership initiatives, that lead to the development of the manufacturing sector. This strategy not only increases the pace at which sectoral progress is made, but also promotes stability and certainty in the sector. This is due to the fact that B2B partnerships are fully transparent between the parties involved and lead to instant results upon agreement. This being distinct from the case in which manufacturers must wait for policy formulation before specific challenges must be overcome.

Therefore, as much as we look to government to provide policies that facilitate the development of the Manufacturing sector in Zambia, we should equally endeavour to promote business to business linkages that have the ability to equally develop the manufacturing sector.

Hence, all local Manufacturers should take advantage of initiatives such as the 'Manufacturers Week', as it provides a platform for all local manufactures to established business linkages among themselves and other private sector players. Only through such collaborations can the Zambians manufacturing sector see great change in areas such as production efficiency, product awareness, technological advancement and market access.

In addition, participation in initiatives such as the Manufacturers Magazine provide a platform for local manufacturers to market their products, Thereby, raising public awareness of local products available on the Zambian market. Furthermore, Manufacturers are encouraged to participate in the Manufacturers Magazine to deliver key messages on how value addition is transforming lives. Furthermore, it provides a platform for firms to market themselves to other businesses that may be interested in developing mutually beneficial partnerships. Such business linkages lead to economic development and private sector empowerment.

Pleasant reading!

Tawila Anamela
Editor

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ZAM President's Remarks

The year 2017 has brought with it significant winds of change and opportunities in the face of adversity for the manufacturing sector.

The opportunities followed the election of a new government in 2016, the adoption and subsequent roll out of the 7th National Development Plan (7NDP) earlier this year, and a period of economic hardship that saw the country experience slowed growth rates as a result of a number of factors including but not limited to; a prolonged slump in copper prices, an energy deficit, and indeed some adhoc policies introduced over the period.

As an Association, and indeed as manufacturers, we must take this opportunity to better position ourselves to take on the challenges head on, and demonstrate the resilience and tenacity of the manufacturing sector. Given the noted policy direction as espoused in the 7NDP, advancements in manufacturing are expected to underpin the growth in the Agriculture, Mining and Tourism Sectors through enhanced sectoral linkages, and the continued development of strategic value chains for value addition. ZAM therefore, has been given the tremendous responsibility of ensuring that the manufacturing sector achieves the broad objectives outlined in the 7NDP and Zambia Plus policy documents through both the provision of lobbying and advocacy services, and the design of innovative and tangible value added services.

As a Secretariat, this year marks the development of a new, robust and practical 5-year strategic plan that aims to attain the broad aspirations of the Government for the sector. It is our hope and sincere assertion that key measures in the policy arena such as the proposal to ensure mandatory membership of manufacturers to the Association will be adopted in order to reduce the levels of fragmentation in the manufacturing sector, and indeed provide the Association with a stronger mandate to cater for the diverse and often unique needs of local manufacturers.

It is no secret that over the past few years the manufacturing sector took a huge hit in terms of production output which reduced by between 60 to 70%. However, this reduction should be considered as a fleeting, and not a permanent condition. Indeed, the Manufacturing Sector still holds the latent potential to serve as a transformative sector that can alter the economic landscape of Zambia.

For example, whereas the 75% electricity tariff increment served in 2017 as an increase to the overall cost of production, it

serves as an opportunity for further growth in the sector through the promise of more efficient and consistent electricity supply for enhanced productivity. This in itself can contribute greatly to supporting growth anchored in value addition.

I take this opportunity to commend the manufacturers that have been able to navigate and survive these tough economic times, and are continuing to make strides to ensure Zambia attains sustainable economic growth. As we position ourselves to transform the economic landscape through value addition, we take this moment to thank the firms and support institutions that have been working diligently to ensure that value addition takes centre stage in enhancing job creation and capital accumulation.

Achieving Zambia's aspirations for the manufacturing sector requires a number of interventions at various levels. At manufacturers' level, we need to produce high quality, competitively priced and well packaged products; consumers need to embrace and "buy local" products therefore creating and increasing demand for local manufactures; and the government needs to ensure the development of a more conducive business environment within which the manufacturing sector can thrive. Additionally, there is need to reduce the cost of doing business, address the growing challenges of illicit trade, as well as ensure that Zambia develops a larger cadre of export oriented value adding firms anchored in a "Proudly Zambian" identity that will carry the Zambian flag high in the regional and international markets.

Attaining these levels of performance requires that we address information asymmetries, generate robust statistics, and enhance intersectoral linkages with a view to strengthen existing interventions, and future promote innovations in the manufacturing sector to further bolster its growth. Transformation is possible! However, we must embrace a holistic and long term ethos towards the way in which we handle value addition in Zambia.

I am therefore extremely pleased to present the 10th edition of the Zambian Manufacturer. Recent economic times have challenged us once again to strengthen our industrial base. Change, real change requires a bold and informed approach to yield real results. As we are confronted with the harsh reality that Zambia is still highly dependent of copper for its growth, will we choose to stand up and be counted, or continue with business as usual?

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Harnessing the Manufacturing Sector for Sustainable Economic Growth

The Zambian manufacturing sector has arrived yet again at a pivotal moment in its development. Having experienced what can only be described as a tumultuous period of macro-economic instability and poor economic performance, value addition has once again been prescribed as the solution to an age-old problem for the Zambian economy.



Notably, the continued level of high dependence on the export of copper and the subsequent need for favourable commodity prices for economic growth has once again left Zambia exposed. Exposed to high production costs in the face of increasingly more efficient competitors, exposed to stagnated growth rates in the face of a myriad of macroeconomic and domestic

challenges, exposed to the need for enhanced transparency, consultative processes, fiscal discipline and management, as well as the need for prudent implementation of plans and objectives that are often very well laid out.

Needless to say, this exposure has scrapped off the glossy exterior that often masks the very serious need for enhanced commitment towards the development of an industrial base that serves as a powerful engine for real economic growth, development and poverty reduction. Notably, building a strong manufacturing and industrial base requires an amalgamation of efforts from different players. From a policy perspective, we are gratified to see the introduction of key measures to tighten fiscal discipline and addressing looming concerns such as Zambia's stock of debt through documents such as the 2017 Debt Management Strategy, and the release of the Medium-Term Expenditure Framework which have served to instil a measure of transparency and build confidence from key investors regarding the investment climate of Zambia. Furthermore, the 7th National Development Plan has once again put the onus on manufacturing to lift Zambia out of its current conundrum and deliver robust and sustained growth through its inherent forward and backward linkages to key sectors in the economy. Needless to say, the efforts by the government are commendable and should remain consistent over the 5-year mandate of the to ensure that the envisaged outcomes are achieved.

Given the development of a conducive business environment, all other factors held constant - the manufacturing sector equally has an arduous and challenging task ahead it. Drawing from the increased level of support to the manufacturing sector in 2017 as evidenced by the number of wins drawn from the 2018 National

Budget – you can read more about these in the policy updates section – manufacturers must aim to harness the noted good will of the Government and take advantage of the current economic times to drive home the message about the strategic and national importance of value addition. From an Association perspective, this requires that ZAM position itself as a conduit for enhanced value addition in Zambia. In this regard, the roll out of the Proudly Zambian Logo to industry players and local service providers remains high on ZAM's agenda to provide manufacturing with a national identity, re-establish national pride for products Made in Zambia, and ensuring that "Thinking Local First" becomes a point of order. From the manufacturers perspective this calls for innovation and investment in measures to improved marketing, product packaging and quality, as well as other measures to enhance diversification in non-traditional exports. Furthermore, enhanced competitiveness and productivity requires that manufacturers introspect and exploit internal measures that can be adopted to reduce the costs of production through the adoption of processes, systems and training of staff that seeks to cut waste, enhance productivity and adaptability, and promote overall business competitiveness.

As such, renewed strategic direction, enhanced relevance and sustainability must inspire the agenda for the ZAM Secretariat over the next 5 years. The development of a new 5-year strategic plan will serve to provide the necessary direction/mandate, and create the relevant support mechanisms to foster the development of a more dynamic, responsive and fit for purpose Association. Consequently, developing this Association requires that ZAM and the Government take deliberate steps to ensure that the requisite policy support and legislative backing is developed to harness and fully awaken the giant that is currently rousing from sleep. That is, supportive policies should be harnessed to garner real transformation in the manufacturing sector.

Whereas the government is currently working to roll out a stand-alone Industrial Policy and has made significant efforts to finalize the Local Content Strategy, there need to develop a framework that will guide and enhance the sector's ability to self-regulate, tackle its challenges, and to adhere to pieces of legislation concerned with Manufacturers. This is why ZAM has embarked on a project to convert the Association into a self-regulatory body governed by an Act of Parliament. This approach is realistic and practical,

and will address fragmentation in the sector whilst simultaneously empowering the Association to focus on the coordination and development of value added services that are relevant and tailored to the needs of all sector players. Furthermore, this Act will facilitate much needed data gathering and generation of statistics on the manufacturing sector, that will contribute to fast-tracking investment decisions in value addition, as well as creating a conducive environment for research and development that will translate into more evidence based policy making.

“ We must come to a consensus that it is time to move from a rhetoric to action based approach and achieve the objectives of this plan...”

Colleagues, growth through enhanced value addition is not a pipedream. Prioritized and sequenced steps must be taken to ensure outcomes that work are manifest. Firstly, in that players in manufacturing sector must be consolidated to ensure we achieve efficacy from the policies aimed at promoting growth in the sector. Secondly, that a more conducive environment for growth

be created anchored in policy consistency and transparency, as well as increased knowledge and education about value addition in Zambia. Non-traditional exports must become a mainstay of the Zambian economy. The 7th National Development Plan outlines the processes that must be taken in order to optimise value addition and increased production and exportation of non-traditional exports to regional and international markets. However, we must come to a consensus that it is time to move from a rhetoric to action based approach and achieve the objectives of this plan. In this regard, the manufacturing sector must be adequately incentivized to spur increased local and foreign investments. This may be achieved through lowering thresholds of access to the Multi-Facility Economic Zones, mandating the use of local content in key sectors such as the construction industry, and increasing the percentage of local involvement in FDI projects.

It is only through the collective efforts of Government and the private sector can we realise the objectives set under the 7th NDP and move a step closer to achieving our vision 2030 of becoming a prosperous middle-income state. I trust that you will enjoying reading the various ways in which the manufacturing sector continues to transform lives and livelihoods of Zambians.

Pleasant reading!
Chihego Zulu.

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Secretariat Update

Introduction

2017 has been a very exciting and yet challenging year for the Zambia Association of Manufacturers. The pronouncement of the Seventh National Development Plan in the midst of economic recovery as outlined in the Zambia Plus documents has brought with it new promise of a renewed focus on the value addition sector. As a result the Association scored a number of wins in the Policy arena as evidenced by the pronouncements in the 2018 National Budget. To achieve these goals, the Association requires a robust and dynamic Secretariat that pools its resources to effectively advocate and lobby on behalf of the manufacturing sector. Notably, the ZAM Secretariat is currently celebrating a decade of its existence following its launch in 2007. We are optimistic that with the right interventions, a renewed vision and strategic plan, and continued support from members and developing partners alike, the year 2017 is likely to culminate in further strides and achievements being attained by the manufacturing sector and the Association at large.

1. Strategic Partnerships and Projects

ZAM recognises the need to develop strong, mutually beneficial relationships with development partners and cooperating partners. The Association has in the past collaborated with key partners including but not limited to, the Embassy of Netherlands, the Embassy of Finland, the Africa Development Bank (AfDB), and the COMESA Business Council.

Going forward, ZAM recognizes the need to maximize on synergies between development projects and ZAM's mandate, with the view to provide solutions to the challenges manufacturers are facing through various avenues including; training, green technology solutions, and the promotion of innovations in the manufacturing sector.

i. Training for Small Scale Manufacturers in Financial and Product Management – 2018

ZAM has secured funding from the USAID Public Affairs Section Small Grants Section to conduct training for Small Scale Manufacturers in Financial and Product Management in 2018. The main objective of this project is to support Zambian women and youth in manufacturing to enhance the performance of their small-scale manufacturing businesses by assisting them develop the necessary skills to manage their enterprises more effectively, and enhance their export readiness. In this regard, this project aims to harness the economic potential of women and youth in manufacturing and utilize these critical resources to bolster the sectors contribution to sustainable economic development, by providing access to requisite business development and advisory services for growth. The training will help support 100 established small-scale manufacturing businesses with enhanced business management, financial literacy and accounting knowledge, and help improve the

quality and packaging of their products.

ii. Energy Efficiency and Management Project Closed

ZAM closed the Energy Project it was undertaking with the support of the Embassy of Finland. The Secretariat has been implementing the Energy Efficiency Management Project that seeks to assist the local industry in upscaling energy conservation efforts and capacitating them to utilize energy more efficiently. This \$40,000.00 project was conducted with the support of the Funds for Local Cooperation (FLC) of Finland. The project focused on two main sectors, namely; the Steel & Metal Fabrication and Wood Processing sub-sectors. The primary goal of the Project was to promote the conservation and efficient utilization of energy for production in the manufacturing sector. A total of 30 companies from Lusaka and the Copperbelt where audited and assisted to transition to a more energy efficient system with best practices to achieve optimum energy utilization.

ZAM will continue to pursue partnerships that support and promote the use of alternative energy in the manufacturing sector, especially in light of the recent increments in electricity tariffs.

iii. ZAM Signs Memorandum of Understanding with Ginio Media

It is with great pleasure that ZAM informs its members of the signing of a Memorandum of Understanding with Ginio Media. The MOU aims at enhancing the advertising and marketing services at the ZAM Secretariat and the manufacturing sector at large to ensure visibility in key areas such as online presence and marketing platforms and pro-local manufacturing campaigns.

iv. MOUs in the Pipeline

In the pursuit of developing enhanced value added services, ZAM is currently pursuing the following MOUs;

- **Enserve (Z) Limited** – To deliver alternative energy solutions to the manufacturing sector.
- **Madison Insurance Group** – To deliver exclusive ZAM member packages on Madison Insurance product offerings.

ZAM expects to utilize the outcomes of deliberations during the Manufacturing Solutions Seminar to design concrete partnerships with key support service providers that will foster the growth of the manufacturing sector.

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

ZAM recognises the need to build the capacity of small scale manufacturers to produce various products, timeously and to a high standard. With support from the Regional Integration Support Mechanism (RISM) Project brokered in collaboration

with COMESA, ZAM in 2013 had trained a cluster of garments manufacturers from Soweto Market in garments design and tailoring with support from ZAM member;

Mrs. Belita De La Court of Lamozy Fashions Limited. As a follow up to this initial engagement, ZAM submitted an additional request to obtain further resources for training of this garments cluster and submitted a tender document to acquire plant machinery (sewing machines) worth over Euro 100,000. The support from RISM is expected to materialize in 2017.

Once the machinery is installed, ZAM is currently in discussions with the Tailoring Cooperative of Zambia (TACOS) – a proud member of ZAM – to ensure that the project is made sustainable and continuously supports the development and training of women in manufacturing. TACOS members will participate in the Fashion Showcase being undertaken during the 6th Annual Manufacturers Gala to demonstrate their capabilities in producing; protective clothing, fashion wear, corporate wear, as well as products tailored towards the tourism sector such as bags, purses etc.

2. Capacity Building of Graduates

ZAM has continued to actively promote the capacity building of graduates through the internship programme it implements on a 6 month basis. This programme was initiated in 2011 and has since then built capacity of 10 graduates from various universities in Policy Analysis, Membership Development Services, and Finance and Administration. ZAM will continue to promote the development of youth in manufacturing through their participation in platforms such as the Internship Programme.

3. Fostering Business Linkages

ZAM Facilitates Women in Manufacturing Business Seminar

As the world celebrated the role of women during the International Women's Day, ZAM took this opportunity to recognize and celebrate the role of women in fostering Zambia's economic diversification, employment creation and poverty reduction through different manufacturing initiatives.

On 21st April, 2017 ZAM proudly hosted the Women in Manufacturing Business Seminar which was aimed at addressing some of the challenges faced by women in the sector which include financial constraints, market access constraints and lack of marketing skills. The business seminar further created a platform where these issues can be addressed with the focus of creating a dynamic manufacturing sector with greater contribution to the industry by women.

The business seminar brought together over 50 participants and accorded an opportunity for some women to be awarded for their diligent efforts.

4. Marketing Platforms

i. Organization of Flagship Activities to Promote Local Products

Local Product Production – Agricultural and Commercial Show

As a way of increasing visibility and improving the marketing of locally produced products, ZAM facilitated a local product promotion in collaboration with ZAMTEL during the Agricultural and Commercial Show.

The campaign was aimed at providing a nationwide platform for the marketing of local products, and enhancing the visibility of the Association. Additionally, the platform was used to create awareness to the public of how our economy has significantly transformed over time by showcasing the range of Proudly Zambian products on the market. This was done in line with the

"Think Local First" Proudly Zambian Initiative.

The public participated by answering questions targeted at how best they know Zambia products and where they can be found. Associated products were collected from the local manufacturers ranging from soap products to juices and biscuits.

The Secretariat therefore extends its appreciation to the manufacturers that made this possible, namely;

- Zambia Sugar PLC
- Family Juice Ltd
- Capital Fisheries Ltd
- Kizi's Cakes and Catering
- Majoru Investments Limited
- TACOS
- Trade Kings Limited
- Manzi Valley (Z) Limited
- Acacia Food & Beverages Limited
- AWC Fine Foods Limited
- Strongpak (Z) Ltd
- Monginis' Bakers Limited

The Manufacturers Week:



The ZAM Annual Manufacturers Week is a Flagship Event of the Association which aims to spur dialogue and engagement with various stakeholders on the manufacturing sector and innovatively promote locally manufactured products. Some of the major events that will take place include the "Buy Zambian" Expo, The "Manufacturing Solutions" Seminar and the launch of the "Driving Value" Raffle Draw.

These events aim to facilitate and strengthen business and sectoral linkages in order to foster increased business opportunities, and address constraints faced by MSME, Medium and Large-Scale Manufacturers through the creation of direct interfaces with solutions providers.

Offering solutions is at the heart of ZAM's endeavor to provide value added services that translate into cost reductions and new opportunities for our members. Therefore, this year, the Manufacturing Solutions Seminar will be anchored in providing solutions across 4 topical areas, namely; Logistics and Transportation, Communications and Technology, Financial and Policy Solutions.

Other events that have been lined up for the week include;

- **Launch of the Manufacturers' Week:** By Minister of Commerce, Trade and Industry on ZNBC TV.
- **The Manufacturers Meet the President of Zambia Dialogue:** This event is exclusive to ZAM Members and facilitates dialogue with His Excellency the President of the Republic of Zambia Mr. Edgar Chagwa Lungu.
- **"Driving Value" Raffle Draw:** The Raffle Game will be launched over the course of week and is exclusive to paid up members of the Association. It seeks to reward members for their commitment to value addition and membership to ZAM. Non-members are encouraged to register to access the fantastic prizes on offer.
- **"Buy Zambian" Expo:** To be held at Mandahill Mall in Lusaka which will feature manufacturers selling their products at promotional prices. The expo offers an excellent opportunity to interact with manufacturers and provide feedback on their products. The event is open to the general public and encourages their active participation in the week.
- **The "Manufacturers' Give Back!" Charity Event :** ZAM is committed to demonstrating the positive contributions manufacturers in giving back to the vulnerable in society. This year, the Association pool the resources from its members to donate to Chaisa Community School.
- **The Prestigious Manufacturers' Gala:** Is expected to be the biggest networking event of the year attracting a participation of up to 500 guests. The Gala will celebrate and reward manufacturers who have been outstanding in their support to the manufacturing sector and the Association during the Awards Ceremony, and will also feature a Fashion Showcase demonstrating the broad array of products Zambian Garments manufacturers are capable of producing.

5. Secretariat News

i. 31st Annual General Meeting

ZAM successfully hosted its 31st AGM at Protea Hotel, Lusaka on 30th June 2017 under the theme; **"Renewed Strategic Focus, Sustainability and Relevance"**. The meeting saw the election of a new Executive Committee and was graced by Hon. Matthew Nkhukuwa - Minister of Works and Supply. The meeting discussed measures to enhance the visibility and relevance of the Association, with the view to ensure that ZAM becomes more financially robust and consolidates its position as a sustainable organization.

Table 1 below provides a list of Executive Committee Members and Sector Representatives;

Name	Company	Designation
Mrs. Roseta Chabala	ZAMEFA Limited	President
Mr. Rueben GS	Strongpak (Z) Limited	Vice President - North
Mr. Richard Franklin	Zamleather Limited	Vice President - South
Mr. Sajeew Nair	Agro Fuel Investments Limited	Trustee
Mrs. Lea Rita Edwards	Equatorial Food Ingredients	Trustee
Mr. Peter Cottan	Superior Milling (Z) Limited	Trustee
Mr. J Mwale	Family Juice Limited	Ex- Officio Member
Dr. Julius Kaoma	Universal Mining and Chemical Industries Limited (UMCIL)	Steel and Metal Fabrication Sector Representative
Mr. Maybin Muyano	Tailors Cooperative	Textiles and Garments Sector Representative
Mr. Naveen Varghese	Afripak (Z) Limited	Plastics Sector Representative
Mr. George Narder	Electrical Maintenance Ltd	Electrical Engineering Sector Representative
Mr. Arvind Dixit	Jagzam Investment Ltd	Beverages (Alcoholic) Sector Representative
Mr. Rodney Sikumba	HULT Investments Limited	Beverages (Non-Alcoholic) Sector Representative
Mr. J.S Tembo	Copperbelt Forestry (Z) Limited	Wood Processing Sector Representative
Mr. Japhet Banda	Zambia Sugar PLC	Agro-processing Sector Representative
Mr. Goodson Mwenso	Kansai Plascon (Z) Limited	Paints Sector Representative
Mr. Guy Fraser	Trade Kings (Z) Limited	Soaps and Chemicals Sector Representative
Mr. Petter Cotan	Superior Milling (Z) Limited	Milling Sector Representative
Mr. Raj Sharma	Jewel of Africa (Z) Limited	Gemstones Sector Representative

ii. ZAM Members of Staff

The Secretariat has continued to undergo transformation in its staff compliment. During the second quarter, we bade farewell to the Membership Officer; Ms. Gallina Tembo who had served in that capacity since 2012, and the Projects Officer Mr. Henry Tembo who had been overseeing the Ndola Office since 2013. Further the Secretariat welcomed Ms. Chipego Zulu as the new Chief Executive Officer and

Mr. Tawila Anamela as Policy Analyst – Copperbelt.

The Secretariat Team is now structured as follows;

Table 3: ZAM Secretariat 2017

Name	Position
Ms. Chiwego Zulu	Chief Executive Officer
Mr. Lewis Chimfwembe	Policy Analyst – Southern Region (Lusaka)
Mr. Tawila Anamela	Policy Analyst Northern Region (Copperbelt)
Mrs. Chipso Mtonga	Finance and Administration Officer
Mrs. Tasila Mwila	Business Development Services Officer
Mr. Kennedy Simwaka	Logistics Officer and Office Assistant
Mr. Zondwayo Duma	Policy Intern
Ms. Margaret Chewe	Communications Intern

iii. ZAM Relocates Copperbelt Office

In its effort to enhance service delivery across the country, ZAM has relocated its Copperbelt offices from Ndola to Kitwe with support from the Northern Region Vice President – Mr. Rueben GS of Strongpak (Z) Limited.

In this regard, ZAM offices will be located in the Kitwe Industrial Park and managed by Mr. Tawila Anamela – Policy Analyst (Copperbelt). Prior to the launch of the new offices in the Copperbelt, ZAM will host a meeting of Copperbelt Manufacturers to highlight the role of Secretariat in the region, how to engage the Secretariat, and how best to advance the interests of Copperbelt



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Policy Update

1. Zesco increases electricity tariffs by 75 Percent

ZAM continues to advocate for measures to reduce the cost of doing business for manufacturers, and has been advocating consistently for a gradual move towards cost reflective tariffs in the energy sector, particularly electricity. Late last year, the Energy Regulation Board (ERB) approved the proposal by ZESCO to raise electricity tariffs by 75 percent in two phases. The first phase was a 50 percent increment applied on 1st May, 2017 while the second phase, 25 percent increment, was applied on 1st September, 2017. The increment as guided by the ERB, was necessitated by the need to attract private investments in the Energy sector through cost reflective tariffs.

Following the proposal by the ERB, ZAM organized a stakeholders' meeting at Southern Sun Hotel in Lusaka to promote dialogue between the government and the manufacturing sector. The Minister of Energy, Hon. David Mabumba, was not only present as guest of honor but also participated in the discussions as well as question and answer sessions. During the meeting, ZAM called for an impact assessment to be conducted prior to the implementation of the initial increment with the view to highlighting the fact that such a steep increment in the cost of energy would be extremely detrimental to the growth and indeed survival of the manufacturing sector.

It is important to note that ZAM was initially in support of governments intentions to move to more cost reflective tariffs on the basis that they be implemented on a gradual for the manufacturing sector to enable players to make the necessary adjustments to remain competitive and productive in both domestic and regional markets. Not surprisingly, the steep 75 percent in a period of one year has negatively affected the manufacturing sector.

Notably, Hon. Felix Mutati the Minister of Finance in his national budget address alluded to the fact that there would be no further increments in the energy sector until the Cost of Service Survey was completed and results published. In this regard, the Association would like to iterate that it is imperative that the government strongly reconsider any measures to further increase the cost of energy by through the implementation of any further upward adjustments to the electricity tariffs in the 2018 financial year. Notably, this approach would provide the necessary adjustment period required for firms both large and small to adapt and adjust to the new tariffs. Further, the period will allow government to adequately observe and analyse the impact of the 75 percent increment in electricity tariffs on the industry.

2. Duty waived on selected critical imported inputs used in manufacturing

ZAM on behalf of its membership was able to facilitate the process of members applying for duty waivers on key inputs on the basis of Statutory Instruments No. 6 of 2009. The SI provides the Minister of Finance with powers to waive duty on critical imported inputs used in manufacturing. This SI is key to promoting industrialization and value addition in Zambia and ZAM members are encouraged

to apply for the same, be vetted for authenticity of the request, and receive the incentives aimed at promoting growth in various sectors. Following some sensitization on the SI conducted by ZAM, Secretariat is pleased to report that ZAM member-Strongpak Zambia Ltd successfully applied and received the duty waiver. Furthermore, Zamleather Ltd applied for duty waiver on key inputs for shoe manufacturing. Following its application and noted relevance of the measure, the waiver was further extended to the entire Leather Industry.

3. Government finalising industrial policy

ZAM has and will continue to provide input into the policy to ensure that the interests of the manufacturing sector are taken into consideration and reinforced in various government policies. To this end, ZAM has been providing input into the development of a stand-alone Industrial Policy. Once finalized and launched the policy will promote the growth of the manufacturing sector in Zambia.

4. ZABS restructures to enhance service delivery

ZAM continues to be a key stakeholder in the development and promotion of quality standards in the manufacturing sector. To this end, ZAM has been providing input into four key pieces of legislation aimed at enhancing the efficiency of the National Quality Infrastructure, namely; The Metrology Act, The National Technical Regulation Act, The Standards Act and Compulsory Standards Act. This are discussed in turn below;

The Metrology Act, 2017 provides for the continued existence and renaming of the Zambia Weights and Measures Agency as the Zambia Metrology Agency.

- The National Technical Regulation Act, 2017 provides for the establishment of the Department of Technical Regulation in the Ministry responsible for trade and also provides for the development and implementation of technical regulation for public safety and health, consumer protection and environmental protection.
- The Standards Act, 2017 provides for the continued existence of the Zambia Bureau of Standards and re-defines its powers and functions.
- The Compulsory Standards Act, 2017 provides for the establishment of the Zambia Compulsory Standards Agency. The Agency will be responsible for the administration and maintenance of compulsory standards for the purpose of public safety and health, consumer protection and environmental protection.

Notably, the Acts stem from government's decision to split of the Zambia Bureau of Standards will improve service delivery by the created institutions to the Manufacturing sector.

5. Local Content Strategy

ZAM is the leading organization in promoting the consumption of locally manufactured products in Zambia. To this end, the Policy department works diligently to ensure that national policies are

aligned to attaining the broad objectives of strengthening Zambia's industrial base and improving manufacturers competitiveness in domestic and regional markets. ZAM is actively working with the Government to devise a Local Content Strategy aimed at promoting the consumption of locally manufactured products. The strategy is key to the continued growth of the manufacturing sector, economic diversification, and job creation. Generally, Zambia is in pursuit of a strategy that promotes utilization of local resources and promotes the consumption of local products. Zambia has abundant raw materials and produces significant volumes of intermediate products for uptake by higher industries along the respective value chains. However, it has been observed that there is need to come up with a national strategy that promotes value addition and utilization of local resources in all sectors of the economy. Such a strategy can help strengthen inter-sectorial linkages and promote the development of value chains.

I. Proudly Zambian Initiative: ZAM is spearheading the operationalization of the Proudly Zambian – “Think Local First” Initiative. Whereas the programme has reached an advanced stage following its launch in 2015, ZAM is in the process of ironing out some final modalities prior to the programme being rolled out on a national scale. It is envisaged that 2017/2018 will 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 identified quality assurance mark for Zambian products and services.

II. Further to this, ZAM is lobbying for measures that aim at;

- Ensuring tax policy re-alignment, especially with regard to mining operations. Currently, incentives given to mining firms that enable them source inputs from anywhere duty and quota free, including inputs that are available and can be sourced locally. This practice undermines linkage development and works against the promotions of local content, job creation and efforts to foster industrialization.
- Supporting and facilitating skills development to ensure that the business being linked have the capabilities to produce good quality products; and
- Supporting the upgrading of productive capabilities for local manufacturers by supporting production plants and technology upgrading, by offering 1 to 2 years tax breaks for firms that have acquired new or additional production plants at set thresholds.

6. Company specific policy interventions

ZAM is committed to lobbying the interests of its members at both the national and company specific levels. To this end, just has been undertaking advocacy work on behalf of its members to address and seek solutions on the following key issues;

- Extension of Approval for Duty Exemption/Incentives to facilitate acquisition of capital equipment.
- Potential categorization of industry separately from ordinary consumers to address high water wastage charges.
- Use of locally manufactured signage during the construction of various shopping malls.
- Increasing number of council levies applied on manufacturers.

ZAM will continue to lobby and advocate for positive outcomes on behalf of its members. Members are encouraged to submit any company specific challenges they may be facing to enable the Secretariat address them. Additionally, firms that may be experiencing challenges in the areas above, should take advantage of the opportunity to submit their concerns.

7. Medium to longterm policy interventions

a. Preferential Procurement: ZAM recognizes that the development of industry should be anchored on and supported by market linkages. The leading potential markets for manufactured products in Zambia include; the government, extractive industries such as mining, as well as the chain stores, and the general public. ZAM lobby towards accessing these markets are highlighted below;

i. Government Departments:

Preferential procurement has the potential to directly support the growth and development of not only the manufacturing sector but also other sectors. By providing sustainable market opportunities, preferential procurement can play a significant role in boosting local and foreign direct investment, increasing access to finance, upping production and productivity, fostering capability upgrading and product diversification among local manufacturing enterprises, thus supporting overall economic transformation. A number of countries have particularly used government procurement to support the development of the manufacturing sector as a whole or of targeted specific sectors. The growth of the Tata Group of Companies has been partly supported by procurement policies of the Indian government. The development of the Leather and leather products sector in South Africa, particularly the footwear subsector has been anchored on procurement by government departments such as home affairs and defense, among others.

Recognizing the value that comes with preferential procurement, ZAM has, through successive budget submissions and other means been pushing government to focus on procurement as an instrument to steer the manufacturing based industrialization and enhancing the sector's contribution to employment creation and GDP.

ZAM's lobby for preferential procurement was first recognized in the 2015 National Budget when Government Departments were directed to give preference to locally produced goods in line with the Industrialization and Job Creation Strategy. In this regard, ZAM will continue to lobby for preferential procurement by Government Departments to become a reality, especially in light of the pronouncement regarding the revision of the Public Procurement Act. Key issues to highlight;

- **Attaching figures and thresholds of preference:** Currently under the Citizens economic empowerment framework, citizen-owned firms have preferences of 15% and 12% for manufacturing and other including trading firms respectively. The 15% threshold is too low. Other countries in the region and beyond such as Kenya and Nigeria have attached thresholds of over 20% preference to manufacturing. Given the amount of work that one has to do to set up a sizeable manufacturing operation and the amount of value added in the economy arising from manufacturing in comparison with trading, the 3% difference does not encourage manufacturing but favors trading.
- **Reforming the public procurement policy and regulations:** Effecting the pronouncement will further require policy and legislative reform to create an enabling environment for implementing the directive. Reform is necessary to ensure the policy and legislative frameworks do not constrain the implementation of the directive.
- **Re-orienting public procurement practice:** Evidence from a number of countries shows that there is usually a

gap between the de-jury provisions with regard to policy and de-facto happening. There is usually a gap between policy or legislative provisions and practice. To be successfully implemented therefore, the directive regarding procurement will require procurement officers in the various government departments and spending agencies to be re-oriented to ensure their practice is in line with the pronouncement and the reformed policy and legislation.

- **Delineating incentives (sanctions and rewards) for preferential procurement:** To foster implementation of the pronouncement and expected policy/legislative reform regarding preferential procurement, it will be crucial to formulate incentives that will reward adherence and punish non-adherence to the pronouncement, policy reform and legislative amendments regarding preferential procurement. Otherwise the pronouncement will remain a mere pronouncement.
- **Indirect (extended) support to foster local procurement:** To ensure government resources contribute even more to fostering the growth of the local manufacturing sector, government should embed local sourcing requirements for materials to be used in sectors such as construction (where these materials are available at the required quality) on the part of firms tendering to undertake such works, and using this as part of the criteria for evaluating bids.

Manufacturing has the potential to spur increased production, foster transformation and capability upgrading in the extractive sectors and within itself as well as in other sectors due to its backward and forward linkages. It should therefore, be underscored that any effort geared towards supporting manufacturing indirectly supports other economic sectors.

b. Preferential Procurement in the Construction Industry – signage, building products, furniture

In line with calls for preferential procurement and enhanced local content, the Association noted that the recent boom in the construction industry did not result in a simultaneous boom in the locally manufactured building products sector.

In this regard, the Association is taking up lobbying to ensure that a percentage of all tenders awarded for construction by the government require that a percentage of locally manufactured inputs be utilized. Additionally, ZAM has commenced a lobby with regards to new investments in the construction of infrastructure such as shopping malls, warehouses and new upcoming building are required to source local as a means of fostering growth in the local manufacturing industry. These inputs include products such as cement, signage, shelving and furniture and other building products such as doorframes, window frames, doors

c) Enhanced market access for local products in supermarkets – refined and processed foods, beverages, paper and paper products

Due to the volume of their purchases and the variety of products demanded, government, mining companies and chain stores have the potential to contribute to fast growth in the manufacturing sector. Currently, however, linkages between local manufacturers and these 'markets' remain generally weak. Consequently, local manufacturing has not been able to directly benefit from the growing purchases by government, expanding presence of chain stores and growing

investments in mining especially through production linkages. In fact the growing footprint of imports in these markets have affected the extent to which local producers are able to sell their produce thereby limiting capacity utilization and expansion as well as ability to create additional jobs.

Zambia has in the recent past seen an increment in the number of supply chain stores such as super markets (Shoprite, Pick 'n' Pay, Spar etc). These chain stores provide an important market for the local manufacturers. In this regard, ZAM has been working with Chain Stores and the government to ensure that local manufacturers are able to supply their products into these chain stores. For members that have the capacity to consistently supply the stores, ZAM has been engaging the same to improve shelf space for their products.

Additionally, the Association is currently working on projects aimed at building the capacity building of small scale manufacturers to supply the chain stores.

“ Manufacturing has the potential to spur increased production, foster transformation...”

iii. The ZAM Act of Parliament:

ZAM has been in existence since 1985, and has steadily been increasing its relevance and membership with the view to contribute more meaningfully to sustainable economic development through advocacy for the growth the manufacturing sector. In this regard, the Association has noted the need to transform ZAM from a voluntary to a statutory organization, with the view to amongst other things; provide it with authority to collect, analyze and disseminate more comprehensive and holistic information about the sector. In so doing, it is envisaged that ZAM will enhance its ability to advocate for evidence based policy interventions through the collection of relevant manufacturing statistics that will assist it better serve its stakeholders, and fast track the Industrialization Agenda. ZAM aims to actualize this initiative by working in collaboration with various stakeholders such as the University of Africa (UOA), Ministry of Commerce, Trade and Industry (MCTI), the Bank of Zambia (BoZ), and the Central Statistical Office (CSO) towards the actualization of this initiative in 2017.

ZAM recognizes that attaining this objective will require concerted efforts from various partners and welcomes collaborations aimed at ensuring this key legislation is endorsed and enacted. The actualization of the ZAM Act in 2018 is an intervention that should be supported by all members of the Association as it will enhance the quality of policy advocacy interventions.

“Don't leave inferences to be drawn when evidence can be presented” ~Richard Wright (1908-1960)

8. Major wins for manufacturers in the 2018 National Budget

ZAM annually submits consolidated budget proposals on behalf of its members to the Ministry of Finance for consideration in the National Budget. The proposals range from general measures

to sector specific interventions, tax and non-tax measures. For 2018, the Association submitted a number of proposals geared towards improving the competitiveness of several sectors in the local manufacturing industry. While some of the measures were considered, a number of the measures proposed were not included in the estimates for 2018.

Major wins in the 2018 National Budget

- Government plans to facilitate a US\$100 million Public Private Sector investment into a tractor and agricultural equipment assembly plant in the Lusaka South MFEZ.
- Government plans to review the performance of Multi Facility Economic Zones in order to identify and address challenges affecting their operations.
- Government plans to set up the Agricultural and Industrial Credit Guarantee Scheme aimed at facilitating access to credit by SMEs.
- Government to discontinue the 5-year income tax holidays and substitute them with accelerated depreciation for capital expenditures by qualifying investments in priority sectors.
- Government to introduce an excise duty of K2 per 50 kg of cement.
- Government to introduce registration of all importers of methylated spirit and denatured alcohol.
- Government to increase customs duty on unmanufactured tobacco and tobacco refuse to 25 percent from the 15 percent.
- Government to remove customs duty on various inputs used in the manufacture of stock feed and fish feed.
- Government to exempt unprocessed and semi-processed tobacco, from VAT.
- Government to increase the number of items to which the surtax

applies and remove some items that were erroneously put on the surtax schedule.

- Government to reduce customs duty on bricks that are used in the formation of furnaces from 15 percent to 5 percent.
- Government to change the due dates for submissions of VAT returns from the 16th to the 18th of every month
- Government will in 2018 finalize the cost of service study whose results will provide a basis for future adjustments to electricity tariffs.

Measures for further lobbying/consultation

- Government to discontinue the 5-year income tax holidays and substitute them with accelerated depreciation for capital expenditures by qualifying investments in priority sectors.
- Government to introduce an excise duty of K2 per 50 kg of cement.
- Government to introduce registration of all importers of methylated spirit and denatured alcohol.
- Government to increase the number of items to which the surtax applies and remove some items that were erroneously put on the surtax schedule.
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PRODUCTS SHOWN EXCEED ISO 20345:2004
STANDARDS & ARE APPROVED BY THE MINES SAFETY
DEPARTMENT



ZAMSHU SUPPORTS THE ZAMBIA CLUBFOOT
PROGRAM UNDER BEIT CURE HOSPITAL.
CLUBFOOT CAN BE CURED.



9. Committees and board representation

ZAM has increased its relevance to policy makers and other key stakeholders over the years. This is evidenced by the broad range of Boards and Committees the Secretariat and indeed its members have been requested to participate in in order to provide input from the Manufacturing sector's perspective and input. :

Table 1: ZAM Representation on Boards and Committees

No.	Board/Committee	Representative	Position
1	COMESA Business Council	Mr. Chance Kabaghe	Past President
2	COMESA Business Council Board	Mrs. Roseta Chabala	President
3	Kaizen Institute of Zambia (KIZ) Board	Mrs. Roseta Chabala	President
4	National Council for Construction (NCC) Board	Mrs. Roseta Chabala	President
5	Business Regulatory Review Agency (BRRA) Board	Mrs. Roseta Chabala	President
6	Zambia Development Agency (ZDA) Board	Mrs. Roseta Chabala	President
7	ZDA Policy Coordination and Implementation Committee	Mrs. Roseta Chabala	President
8	Zambia Bureau of Standards (ZABS)	Dr. Julius Kaoma	Executive Member
9	ZABS Structural Use of Timber Committee	Mr. JS Tembo	Executive Member
10	MCTI Technical Committee on Gemstones and Mining	Dr. Raj Sharma	Executive Member
11	Millers Association of Zambia (MAZ)	Mr. Peter Cottan	Executive Member
12	National Technology and Business Centre (NTBC)	Mr. Aliport Ngoma	Member
13	Zambia Federation for Employers (ZFE)	Mr. Naresh Gohill	Member
14	World Food Programme (WFP) Steering Committee for "Good Food Logo" Project	Ms. Chiwego Zulu	CEO
15	ZDA Private Sector Liaison Forum (ZDAPSLF)	Ms. Chiwego Zulu	CEO
16	UNDP funded Capacity Building and Poverty Reduction Project under Ministry of Commerce, Trade and Industry – Directorate of Industry	Ms. Chiwego Zulu	CEO
17	Zambia Revenue Authority Licensing Committee (for Clearing Agents)	Ms. Chiwego Zulu	CEO
18	Steering Committee for the CEEC Africa Development Bank/GRZ funded project on Women and Youth Skills Development	Ms. Chiwego Zulu	CEO
19	National Working Groups and Technical Committees under Ministry of Commerce, Trade and Industry (MCTI)	Ms. Chiwego Zulu	CEO
20	National Advisory Group on Safeguards	Mr. Lewis Chimfwembe	Policy Analyst
21	National Investigative Committee on Safeguards	Mr. Lewis Chimfwembe	Policy Analyst
22	Preparatory Committee for Southern Africa Development Community (SADC) Trade Negotiations.	Mr. Lewis Chimfwembe	Policy Analyst
23	Preparatory Committee for Trade Negotiations on the Economic Partnership Agreement (EPA) under the Eastern and Southern African (ESA) Regional Block.	Mr. Lewis Chimfwembe	Policy Analyst
24	Preparatory Committee for Tripartite Free Trade Area Negotiations.	Mr. Lewis Chimfwembe	Policy Analyst
25	National Trade Facilitation Committee	Mr. Lewis Chimfwembe	Policy Analyst
26	Various Standards Development Committees	Mr. Lewis Chimfwembe	Policy Analyst
27	Edible Oils Technical Committee Under the National Sanitary and Phyto-Sanitary (SPS) Committee - Ministry of Agriculture	Mr. Lewis Chimfwembe	Policy Analyst
28	Standards Council	Mr. Lewis Chimfwembe	Policy Analyst

In 2017, the Secretariat will endeavor to enhance the member representation on sector specific Committees and boards. This is to ensure that member expertise in topical areas are harnessed, and technical input is derived from their interaction with various stakeholders.

Brief Analysis of 2010 – 2017 Economic Indicators – Zambia

Located in Southern and Central Africa, Zambia is a growing economy with a population of, approximately, 16 million people. Zambia's Gross Domestic Product per capita as recorded in 2016 was 1622.40 US Dollars.

Gross Domestic Product

The Nominal GDP for Zambia grew from USD 15,329.20 million in 2009 to USD 27,451.70 million in 2013 before declining to USD 20,705.1 million in 2016.

GDP Growth Rates

The GDP Growth Rate was 10.3 percent in 2010, declined to 5.6 percent in 2011 and further to 3.4 percent in 2016. Zambia's GDP growth rate is projected to close the year 2017 at 4.0 percent.

Exchange Rate

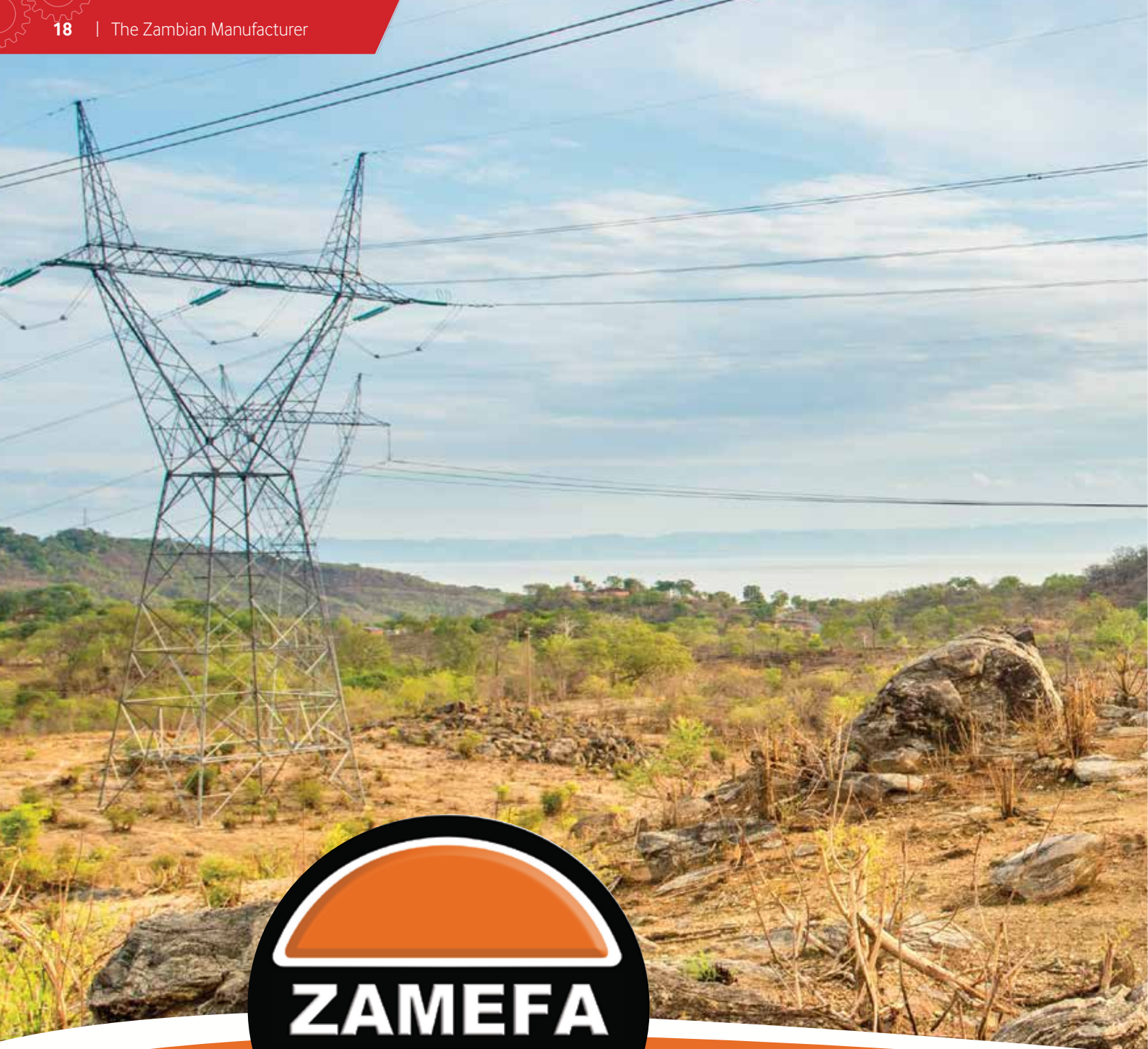
The Exchange Rate is a very important economic indicator for the business community. It is simply the price of a currency in terms of another. The Kwacha had depreciated greatly from K4.8 per USD in July, 2012 to K12.2 per USD in November, 2016. However, in January, 2017 it was trading at K9.87 against the US Dollar and later in October, 2017 at K9.65 against the US Dollar. This showed that the Kwacha had appreciated against the US Dollar.

Inflation Rate

Inflation Rate is another important economic indicator to the business community. End year Inflation rate increased from 6 percent in 2011 to 21.1 percent in 2015 and 7.5 percent in 2016. In June 2017, inflation rate was estimated at 6.8 percent and declined to 6.6 percent in September, 2017.

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 Lending Rate declined from 27.7 percent in 2010 to 16.3 percent in 2013 before beginning to rise to 18.7 percent, 21.1 percent and 29.5 percent in 2014, 2015 and 2017 respectively. As of August, 2017 it was standing at 26.6 percent.



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.

“Something Happening”

By Vwala Safety Distributors

Did you know that manufacturing is changing lives in Zambia? Actually not manufacturing per se, but the choices that customers are making by buying proudly Zambian products is what is making the difference in the manufacturing industry.

There is a slow but steady drift in Zambia for Zambians to buy Zambian: Zambian water, Zambian steel, Zambian packaged foods, Zambian packaged holidays, and now, most interestingly, Zambian clothing.

It isn't an assumption to say in today's Zambia, one can have tailored Chitenje outfits, uniforms or protective clothing made locally at competitive prices and of a quality reminiscent of bygone Serios Clothing Company.

Maybe Chitenje outfits have been around with us for too long and one would think that is all Zambia can tailor – not the case – there is an emergence of manufactures in the country that are striving to produce diverse products to meet international standards and preferences.

One such company is Zambia's Vwala Safety Distributors (VSD). A wholly Zambian owned company, VSD has leaped from the manufacturing box to begin to tailor-make products to meet not only the Zambian standards but those of the SADC region, besides supplying the mines.

In the past, for example, if one wanted to purchase a professionally tailored chef's uniform one had to dash to South Africa and choose from a generic range of outfits but the trend has changed – these days it has become common to get to any one of the local manufacturers, say VSD and dictate what one wants and how one wants the garment to turn out or simply settle for the few options available on the shelf.

And, true to the statement, one can only walk or drive to Kabelenga road in the light industrial area of Lusaka where VSD is located and see for themselves how Zambia's manufactures are thriving to meet international standards.

Versed and inspired by international manufacturers workmanship from countries like China, Bangladesh, India and South Africa, VSD is able to produce garments to meet anybody's specification.

“It is all about listening to your customers, accepting criticism and learning every opportunity is the vehicle we have used to get to where we are today,” said 27 year old VSD Director Themba Lungu.

Intriguing statement from the young entrepreneur who holds a CIMA qualification and says, “I could have looked for a job after

completing my CIMA but I wanted to try this for a few years and see what comes of it. And the more I invested time, energy and travelling to learn the trade, the more I felt I couldn't just let go - plus when things first started out it was a bit slow but at least now customers are starting to believe in Zambian made goods.”

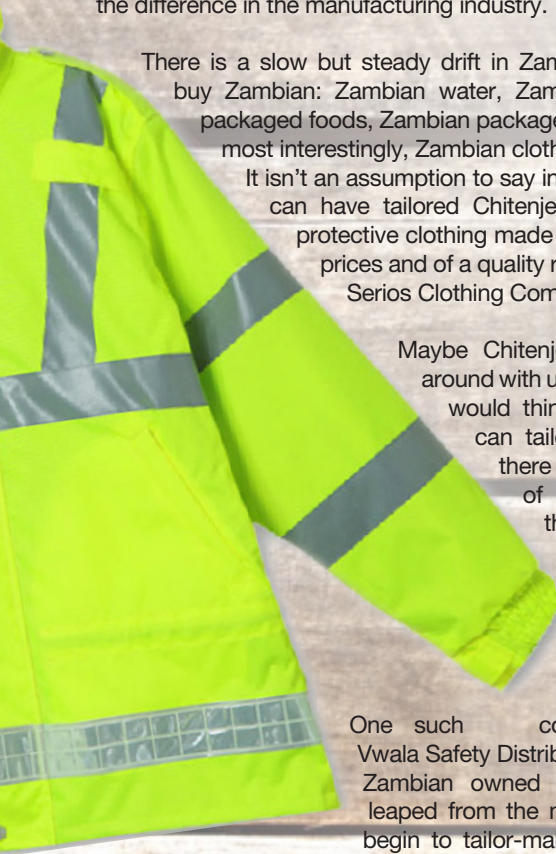
It is encouraging to know that in today's Zambia one can have tailored clothing such as chitenje out fits, custom business uniforms, or even protective clothing made locally for a price that is competitive and a quality that is reasonably acceptable. Ok the chitenje thing has been something that you could always have made locally, one would even think that's all we tailored. But my point is on the other two. I was caught off guard.

I recently visited a company Vwala Safety Distributors that did just that. They took your ideas of how and what you want to have in the lines of clothing and turned it into a reality. In the past if you wanted to have say, your restaurant dressed to look professional, you would have to dash to the nearest boutique or if you could afford it south Africa and choose from a range of generic options and choose what best suit your business and hope that your customers would be impressed and your business would be the talk of the town.

So I walked into Vwala Safety distributors after I saw the poster on Kabelenga road and I was met by a young gentle man that seemed very eager to see me. After we exchanged pleasantries I let him know what that I was looking for (uniforms for my restaurant) and he started by showing me what they have made in the past for other customers. I wasn't too happy with this, the whole point for me walking in to see him was to get something different. He must have read my reaction because he asked me what I had in mind that could make my business look unique. I chuckled and said you are the experts you tell me. He chuckled and said that we should sit down and brain storm some ideas. After 5 minutes of what could only be classified as silence he raised an idea. “Sometimes when I am lacking inspiration I opt to go on the internet to get some ideas”.

And so we did we opened the all mighty Google, typed in the search bar and voila.... After 15 minutes I had chosen to have uniforms that had a combination of 3 different outfits but in my mind they would come together nicely. It was Monday he said by Friday I would have my 40 pieces ready. Thursday, I received a call and I was told delivery was extended to Tuesday. It was a bit annoying but I was curious to see what would come out and so I didn't make a fuss. Tuesday rolled around and I had actually forgotten it was the day of delivery. The call came around 11am. “Sir our goods are ready should we deliver them to you or is it better if we wait for you to pick them?” as anxious as I was, I told them to wait for me, that I would be there shortly.

Upon arrival I quickly but graciously grabbed a box and carefully opened one piece in the young man's presence. My heart stopped the item seem even better than what I had imagined. When I opted to have something made I thought it would be that Zambian quality we all know but this This could have passed for something way better. Maybe Zambian isn't so bad after all.





PROFESSIONAL INDUSTRIAL TAILORING



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Operational Excellence

Key to Enhance Profitability

Operational Excellence is the key to business success. It is not just a philosophy but a concept that helps to improve business performance thus leading to organizational success.

It is known by different names some call it Toyota Production System (TPS), others call it World Class Manufacturing (WCM), some call it Lean Management and some call it Operational Excellence (OE). But as it is known these are just different names leading to the same destination and that is world class performance.

OE is a management philosophy based on continuous improvement principles with focus on quality improvement, inventory management, waste elimination, productivity improvement, process standardisation and most importantly to improve employee morale. It is a philosophy that ensures the engagement of every employee in the organisation and acts as a drive to building competitiveness.

Today with the fast-changing global economy, organizations should respond quickly and effectively to the continuously evolving business opportunities and challenges, thus paving a path for sustainable growth. Organizations mainly focus on working on cost management, quality and productivity improvements. It is clear the race has no finish line as there is consistent need for transformation and improvements in order for organisations to remain competitive and survive in the market.

Team Faber strongly believes that Operational Excellence (OE) practices always help organizations to be more effective and efficient and in turn helps them to perform better.

Few of the key Operational Excellence elements to be considered for achieving world class performance:

Operational Excellence Foundations

The focus here is elimination of waste and non-value adding activities in the organization. Physical workplace improvement using tools like Five S is also part of OE Foundation. As a part of

OE foundations, organizations must work on the basic stability of man, machine, material, and methods.

Flow Management

Material or information flow improvement can be accomplished using classic yet influential tools like Value Stream Mapping (VSM). The objective is to identify all non-value adding activities (MUDA) and all inefficiencies in the overall system and to reduce or eliminate them. It is done using Current and Future State maps.

It also involves maintaining optimum inventory levels by various inventory management modules such as, Kanban implementation, supply chain management, milk runs and other tools.

Equipment Management

“Whenever you are finished changing, you are finished”

Any organization is based on 4 Ms – man, method, material and machine. Machine wellbeing is as important as management of human resource. Equipment management ensures that the machines are up and running and are performing at rated capacity and quality levels. This is could be achieved by deploying elements from the house of Total Productive Maintenance (TPM) like Autonomous Maintenance (AM), Planned Maintenance (PM), Kobetsu Kaizen (KK) and measurement matrices like Overall Equipment Effectiveness (OEE), Mean Time Between Failure (MTBF) and Mean Time To Repair (MTTR).

Lean Six Sigma

Lean Six Sigma is Quality Management framework which aims at the elimination

of waste along with the reduction of defects/ variations in the process. It can be achieved by using tools like Total Quality Management (TQM), 7 QC Tools, Low-Cost Automation, Poka Yoke, Six Sigma (DMAIC) and others as applicable.

Sustenance Management

All the above can be realized, but what is important and difficult is making OE a part of the organization's culture. Organizations need to understand that OE is not a one-time process, it is a journey. 90% of the organizations who started working on the OE initiatives complain that they do implement OE tools but sustenance has always been a concern. Daily Work Management (DWM) framework can address this issue of sustenance. DWM is a methodology that focuses on preserving and improving the performance of an organization's productivity, quality, cost, delivery, safety and morale.

As quoted by Benjamin Franklin- “Whenever you are finished changing, you are finished”. So, watch out for the change, accept it, work on it and sail smoothly in this competitive world.

About the Author:

Faber Jalay Pandya is Director and one of the founding partners 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 Engineering. He has been instrumental in helping organizational competitiveness domain and was part of United Nations in the past.

In this field of world class manufacturing and operational excellence, team Faber Infinite has been working with various clients across geographies towards building competitiveness and enhancing organization's profitability.

Sebafoods

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Copperbelt Forestry Company Limited

Copperbelt Forestry Company was incorporated in the year 2000 following the privatization of ZAFFICO's processing units.

The Company is involved in processing of sawn timber and timber related products. From its inception, the company vigorously embarked on a value addition campaign in timber related products mainly; joinery products, profile boards, prefab houses, and engineered structural timber products.

Dubbed as the pioneers of value addition in the sector, the company is the sole and largest producer of electrical transmission poles, telephone poles and building poles in the country.

Our major customers include but are not limited to; ZESCO, ZAMTEL, Kalumbila Mine, Konkola Coppermines (KCM), Mopani

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)
Kabangwe 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

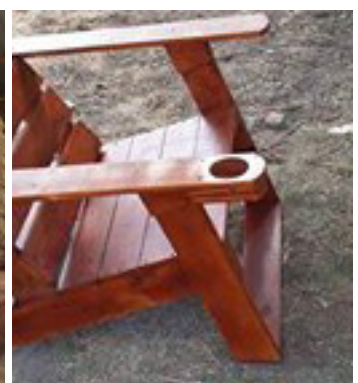
Solwezi:

CFC building
Plot 4661 Chisalala Road (Next to DEBS office)
+0218 821125
slzsalescbforest@gmail.com

Copper Mines, NFC Africa Mining PLC, Rural Electrification Authority (REA), and Metal Fabricators of Zambia (ZAMEFA) amongst others.

Our Product List Includes:

1. Transmission poles
2. Building poles
3. Dunnages
4. Mouldings
5. Pine unkilned timber
6. Pine kilned timber
7. Treated gum poles
8. Wooden pallets
9. Tomato boxes
10. Wooden doors
11. Church benches



YOU, *the farmers,* are our PARTNERS

TRAINING
NWK has a skilled staff base working in the field dedicated to training farmers to understand farming as a business.



MECHANIZATION

Farmers are able to apply for a tractor, trailer, planter, ripper, and boom sprayer on loan as well as various inputs.



RETAIL

9 retail stores are located through out the country. NWK serves your agri inputs shop for all farmers in the regions.



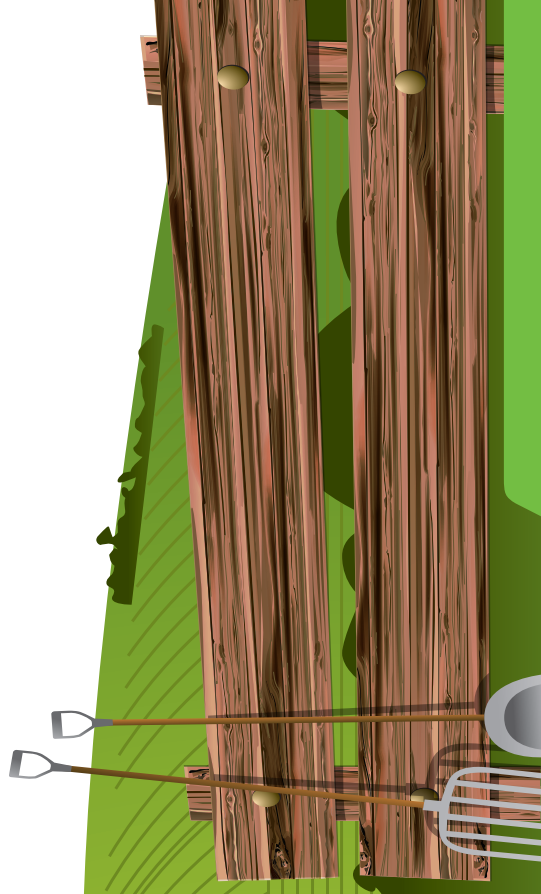
PURCHASING

NWK Purchases Cotton, Maize, Soya, Sunflower, Ground Nuts, Cowpeas and Wheat at its buying sites located around the country.



E-PAYMENT

To minimize security issues on payments NWK purchased mobile phones for its farmers and now pay farmers through Mobile money.



Grow with us...

info@nwkzambia.com | www.nwkzambia.com

Telephone: +260 21 125 9200/07/08 | Fax: +260 21 125 2424

Warehouse Number 5 & 6, Situated on Subdivision D of Subdivision

No. 4 of Farm No. 397a, Kafue Road, Lusaka

NWK
AGRI-SERVICES



Sterling Steel Factory

Our panels are manufactured with 2.0 mm thick steel and are finished utilizing a modern powder coat painting system to the clients colour requirement. All fitted electrical components are purchased from reputable suppliers and manufacturers.



FEEDER PILLARS

Single or double door units can be fitted with either steel or paxolene mounting trays to suit customer's requirements.

POWER FACTOR CORRECTION

- Solar LED light
- Light Poles
- Light Fittings
- Feeder Pillars
- MCC Panels
- PFC Panels
- Control Console
- Meter Boards
- Motor Control Centers
- Main Distribution Board
- ATS



Plot 195, Luanshya Road, East End. Off Great North Road, P.O. Box 31189 Lusaka, 10101, Zambia.

+260 977 641010 +260 967 731975



National Technology Business Centre

Promoting Local Products as Solutions for Zambian Manufacturing

It is a well-known fact that Zambia is largely consumer oriented. Most of its manufacturing industries have either shut down or are limping to make their local products end up on the Zambian market/ shelves. There has been an outcry to have more local products in an effort to increase the country's GDP and contribute towards economic development.

The government established the National Technology Business Centre to promote innovations; commercialize and transfer technologies; evaluate the relevance of local and imported technologies and assess their environmental impact. Through the Centre's services, the technology developers, innovators and promoters would channel their innovations onto the market. To this end, the Centre has found itself bridging the gap between industry and the technology/ innovation developers.

The Government of Zambia through the Statutory Instrument No. 136 of 1999 guides the performance of the institution as follows:

- a. Provide information on transfer of technology and services;
- b. Provide data on technology and on-line data banks;
- c. Provide information on technology and services;
- d. Act as a liaison institution for search and matching of prospective parties for transfer of technologies;
- e. Evaluate the relevance of imported technologies and assess their environmental impact;
- f. Provide advisory services in engineering and process design to accompany the marketing and commercialization of prototypes;
- g. Set up and maintain a business development fund for the needy enterprises;
- h. Promote women in science and technology;
- i. Promote locally developed technologies; and
- j. Do all such acts and things as are connected with or incidental to the foregoing.

Through these functions, the Centre recently established a Technology Business Incubation Centre to respond to some of the Business Development Support needs identified amongst the Small and Medium Entrepreneurs. This incubation facility is located at Kabwe Institute of Technology in Kabwe. The government saw it imperative to establish a technology business incubation programme that would

primarily focus on facilitating the development of technology inclined and innovative businesses.

For a start, two businesses have been commissioned to start operation in the facility, namely; the Mabyu bao drink production, and Muben plastic production. The other two to be incubated in the facility by year end are; Mwekatech and Mondie Moringa Instant Porridge.

The Centre continues to promote other innovations in the hope of contributing to the country's GDP. Amongst the shortlisted products that are slowly making their way into the market are the Fumpi Nutrition Booster, Mondie Moringa Instant Porridge, and the Disolpit Biogester (pit latrine dissolvent powder).

In an effort to promote the individual technology developers and SMEs who have the potential to contribute to this economy, National Technology Business Centre continues to welcome and work with partners to turn ideas and innovations into wealth!



Mabyu Bao Drink production facility at the Incubation facility in Kabwe

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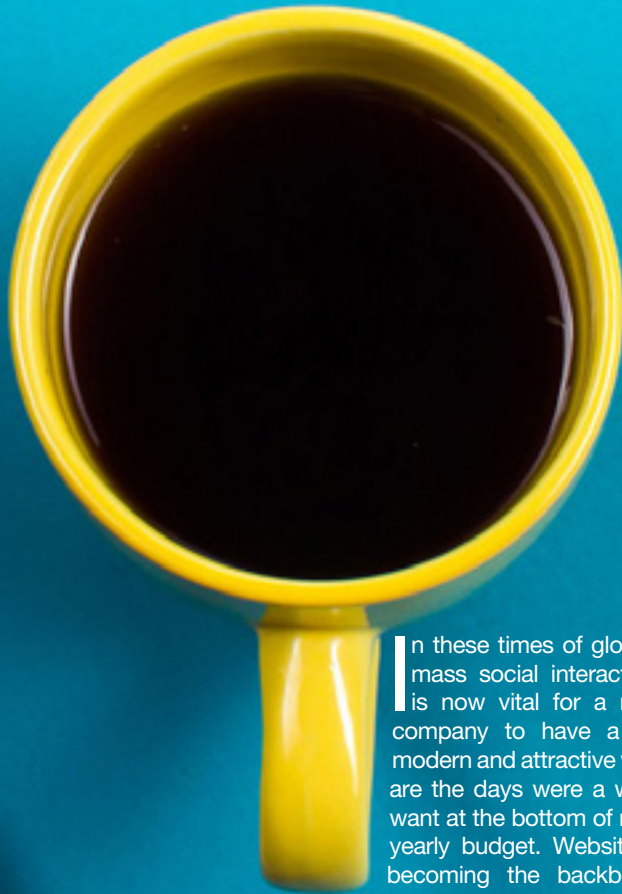
WEBSITE FEATURES

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- ✓ Domain hosting
- ✓ Online store
- ✓ Site booster
- ✓ Search engine optimisation
- ✓ Great website look
- ✓ Traffic analytics
- ✓ Social media intergration
- ✓ Blogs
- ✓ Video player
- ✓ Image gallery
- ✓ up to 40pages

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Lusaka(Behind Manda Hill)
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Importance of having a modern website

In these times of globalization and mass social interactions online it is now vital for a manufacturing company to have a world class, modern and attractive website. Gone are the days where a website was a want at the bottom of manufacturers' yearly budget. Websites are slowly becoming the backbone of sales and marketing of a manufacturing company.

- A good website provides avenues for manufacturers to enter into B2B and B2G supply chains.
- A good website helps small manufacturers to be on a level playing field with bigger manufacturers
- A good website facilitates the access of Zambian manufacturers to world markets
- A good website facilitates the marketing of agricultural and tropical products in the global market
- A good website assists service-providers by allowing them to operate more efficiently and directly provide specific services to customers both within Zambia and globally.

There are various manufacturers' websites that have helped them become market leaders through the innovations offered on their websites. The websites quickly capture the visitor's attention, they clearly inform the visitor what product, service, or solution the company in question provides and they are visually engaging.

www.cat.com, which is the official page for Caterpillar, has 18 different translations to choose from as well as the region you are operating from on its homepage.

What stands out on the Caterpillar website is the quality of images for their various products. The high-quality photography and editing used is impressive. Browsing through the cropped

images with a white background and faint shadow is a pleasure to the eyes and gives a clear picture of which products you want to purchase.

Another captivating website is Greenbrier's www.gbrx.com. The moment you log on to the homepage you know what they are all about because of the tagline, "Leaders in manufacturing and freight transportation services." Within the homepage you will know their different services due to their well demarcated colour-coded sections with their different services e.g. Railcar manufacturing or Leasing & Services. On their About page they have a beautiful timeline slider which shows the history of the company. Another amazing feature is the beautiful photography within the website.

Another captivating website that was well developed is www.grainger.com. Grainger has over 1.5 million different products that they sell online but they have managed to arrange the product interface so well. The homepage itself is simple and clean with spaces for top sellers and recently viewed products. Online stores are an untapped market in Zambia but it is the fastest growing market worldwide. Grainger's mobile site is just as amazing and user-friendly.

There are so many great websites out there with so many great features. If you do think of creating or rebuilding your website I would recommend viewing some of the websites listed and many more. Take a step in looking at their functionality and see how applicable it is to your manufacturing unit. There are many features that can be integrated within one's site e.g. Product calculators, Traffic analytics and indicators, online payments and ordering, live chats and even a simple video intro to your website.

One good web-developing company in Zambia is Ginio Media. Ginio Media is a global company that offers a wide array of marketing and communication services which include world-class websites, graphic designing and printing. The sky is the limit and you never know who will be visiting your website.



Superior Milling
Company Limited



Home is where Mealile is



A Zambian Brand for the Zambian People!

Superior Milling Diversifies Into Mongu Rice

The manufacturing sector in Zambia accounts for about 11 percent of the Country's Gross Domestic Product (GDP) and has been growing at an average annual rate of 3 percent in the last five years.

Manufacturing activities in the Country are mainly undertaken by the private sector with Government providing oversight through policy formulation and implementation. The sector is of vital importance to the Country's macroeconomic strategy for encouraging broad based economic growth. This is why the Government through Ministry of Commerce in facilitation with Zambia Development Agency (ZDA) came up with the Lusaka Multi-Facility Economic Zones (MFEZs) which is designed to make Zambia competitive in Trade and Manufacturing.

The Zambia Association of Manufacturers (ZAM) has contributed immensely to the growth of the manufacturing sector by encouraging its members to invest more in processing as a gate way to increased local participation and utilisation of resources.

Every year the association holds its annual ZAM Week which is intended to actualise broad aspirations of the Government and business in relation to poverty reduction, job creation and sustainable economic growth.

The Week further creates a platform of critical dialogue for manufacturers to share ideas on how to make the manufacturing sector teak through the promoting Value Addition and Import Substitution.

As a contributor to the growth of manufacturing in Zambia, Superior Milling has for the past 20 years remained focused on its promotion of a Zambian Company for the Zambian People. In 2014 Superior Milling actualised this by diversifying its product offering by venturing into other food products other than Mealie Meal.

These products include Flour, Sugar, Salt and Rice.

As a follow up to our diversification policy in July 2017, Superior Milling launched its Mealile branded Mongu Rice at a launch which coincided with opening of the Mealile Rice Purchase Warehouse as a Mongu Rice collection Depot.

Barotse Royal Establishment (BRE) Ngambela in the Company of Western Permanent Secretary Liomba Mwangala and District Commissioner Kamona Susiku

graced the launch which took place in Mongu.

The launch of Mealile Mongu Rice is a direct support of Government's policy on Value addition and promotion of import substitution which ZAM as an association is promoting.

The launch has had direct benefit to Rice farmers in Western Province and has stimulated many to increase their yields given a ready market has been provided for them.

Therefore Superior Milling's diversification programme is well aligned to the ZAM agenda of getting local manufacturers change their business approach from promoting imported goods to promoting local products both on the Wholesale Market and in Supermarkets.

This approach has proved successful in creating jobs and maintaining those already existing because the need to process Raw Materials locally creates space and demand for people to be employed.

During the Zambia Institute of Purchasing and Supply (ZIPS) Fifth National Conference held in Livingstone at Avani Victoria Falls Resort earlier this year, Superior Milling Managing Director, Peter Cottan who was a Keynote Speaker reiterated on the promotion of Value Addition and import substitution.

He contended that the two processes were vital to sustaining long term economic targets like the Zambian people's vision is to become "A Prosperous Middle Income Nation by 2030".

Superior Milling is already on that track as it exploits and promotes local partnerships with Kafue Sugar packaging and branding its Sugar as Mealile Sugar, Nyati packaging and branding its flour as Mealile Flour and now Western Province Rice packaging and branding the Rice as Mealile Mongu Rice.

As we look ahead to further growth of

Superior Milling and continue on the path of diversification, we look forward to how we can still exploit local Raw Materials in promoting the growth of the manufacturing sector.

If the exploitation of local Raw Materials can be prioritised by all Manufacturers, then the drive for job creation will be achieved because the value chain process naturally create a wide range of opportunities for job creation.

To achieve this we need to provide incentives for the local Manufacturers to thrive given many have the capacity to produce more but occasionally lack supporting incentives to encourage more investments from sector players.

As we look forward to this year's ZAM Week, under the theme "Solutions for Zambian Manufacturers", we hope to see more players participate so that Proudly Zambian campaign resonates in everyone and ultimately the Buy Zambian campaign becomes a norm.





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Photo Focus



ZAM Stand at the 2017 Agriculture and Commercial Show



Winner of the local products at Proudly Zambian Promotional Campaign



PS Ministry of Commerce Trade and Industry touring the stands



2017 Annual General Meeting participants



Honorable Jean Kapata handing over different products during Charity Event



Executive committee members



Panelists during the women in Manufacturing Business Seminar



Honorable Jean Kapata officiating at the 2016 Manufactures Give Back



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,
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