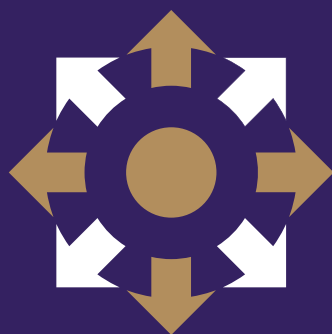


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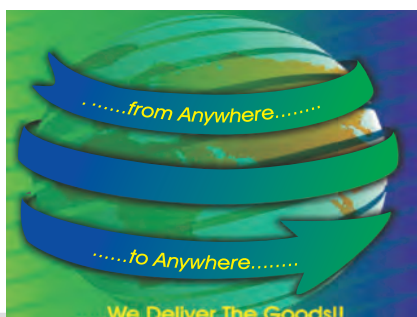
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**The Chartered  
Institute of Logistics  
and Transport  
Zimbabwe**

# Who We Are

**T**he Chartered Institute of Logistics and Transport (CILT) is the recognized professional body for all professional involved in the transport and logistics industries. The CILT draws together members of the Logistics and Transport Industry in common networking forum. Here the dynamic players of today's industry mix with the leaders of tomorrow.

Not only are important decisions made at CILT, but also invaluable relations are forged for years to come. The objectives of the Institute as stated in our Royal Charter are, Logistics and Transport in all its forms. To this end we provide knowledge on a worldwide basis to people entering, working and connected with Logistics and transport professions. Our members work in several professional areas including.

- Logistics
- Transport
- Supply Chain

Their Professional activities often utilise multiple mode of transport, engage with commercial and public sector organizations, and across international borders. All of them play an important part in design, implementation operation and optimization of networks and services for the time related positioning of resources. Our members gain knowledge by pursuing accredited Professional Educational Programs that lead with appropriate management experience, to recognized Professional Qualifications.

#### **THE INSTITUTE ALSO SEEKS TO**

- Supply excellent people throughout their career to our professions.
- Share best practice with fellow professionals.
- Support lifelong learning with Continuing Professional Development.
- Work with accredited educators & trainers to provide learning and practical research.
- Promote holistic logistics and transport policy to shape our communities and economics.

#### **WE DO THIS BY**

- Having stimulating meetings, lectures, exhibitions and visits.
- Getting useful information out promptly in a variety of formats.
- Building an international network and facilitating profitable links between members.
- Celebrating our members success.

The Chartered Institute of Logistics and Transport

offers individuals and companies studying and working within the Transport, Logistics/ Supply Chain Management Industries, membership of the institute. By joining The Chartered Institute of Logistics and Transport, you will be part of a global family in over 40 countries dedicated to giving individuals and organisations access to tools, the knowledge and the connections vital to success in logistics and transport industry.



**The Chartered  
Institute of Logistics  
and Transport**

## Code of Professional Conduct

Members of CILT shall support the general objects of the Institute's Charter and at all times:

- Uphold the integrity and professionalism of the logistics, transport and supply chain industry.
- Act responsibly towards the welfare, health and safety of all members of their organization and the impact of logistics, transport and supply chain on the environment and the community in general.
- Continue their professional development throughout their careers and actively assist and encourage fellow members, as well as non-members, to advance their logistics, transport and supply chain knowledge and expertise.
- Strive to serve the interests of their employers loyally without compromising professional integrity or ethics.
- Carry out their duties in such a way as to promote a professional image of CILT and the logistics, transport and supply chain industry overall.
- Build their professional reputation on merit and complete fairly where competition is appropriate.
- Promote actively international understanding, goodwill and cooperation amongst logistics, transport and supply chain practitioners.



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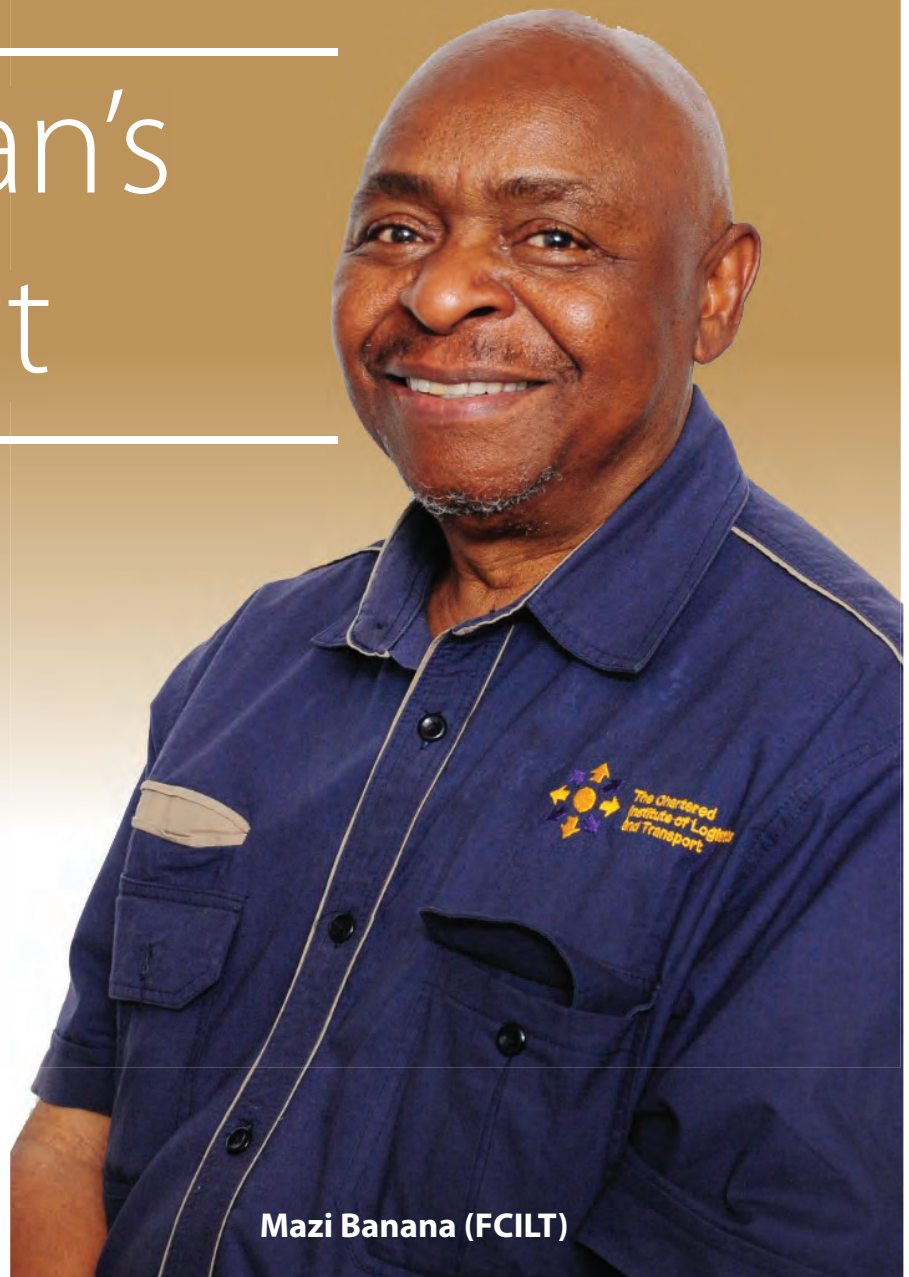


# Chairman's Report

**L**ADIES and Gentlemen. It gives me great pleasure to join you at this inaugural CILT Zimbabwe's Annual Magazine. This is indeed a massive effort by CILT Zimbabwe Branch to positively project the image of CILT to its wide membership in various grades, and the nation at large. The Branch itself comprises of two Sections, Harare Section and Bulawayo Section. These Sections are the operational arms of CILT Zimbabwe, managing the training and other various activities within their jurisdiction.

To those who may not be familiar with CILT Zimbabwe, CILT Zimbabwe is part of a worldwide family of Logistics and Supply Chain Management specialists. CILT is headquartered in the United Kingdom and, has Branches and Territories all over the globe. This organisation was formed on 3 November at the Savoy Hotel in London in 1919 by a group of senior Transport Professionals. In 1926 it was granted Royal Charter by King George V, and the then Prince of Wales appointed its President. In 1971, It was granted the name, Chartered Institute of Transport (CIT) by Queen Elizabeth 11. In 2001, CIT joined together with other Logistics bodies and thus changed its name to, Chartered Institute of Logistics and Transport (CILT) as we know it today.

The fundamental vision of CIT/CILT have has changed over the years, that is to broadly promote the science and art of Logistics and Transport. This is achieved



**Mazi Banana (FCILT)**

through professional and academic education and, expansion of membership through various initiatives.

In recent times, events such as Cyclone Idai, Covid 19 and, the current disturbances in Eastern Europe have brought to the fore the critical need for authorities to adopt a Logistics philosophy in almost every facet of socio economic development. What these events demonstrated, was the inadequacy of logistics and supply chain systems almost worldwide but, mostly pronounced in developing countries such as Zimbabwe. I believe that, being endowed with a vast network of Logistics and Supply Chain specialists in Zimbabwe, the above events present a good opportunity to research and provide sound advice to authorities in structuring an all-encompassing national logistics framework.

It is my hope that, CILT Zimbabwe shall continue to grow and become an important stakeholder to the nation's socio economic development agenda. **'Stronger Together'**



## Unifreight awarded elite RTMS certification

In 2021, Unifreight became the first transport operator in Zimbabwe to qualify and receive the esteemed RTMS, Road Transport Management System, certification. RTMS is a self-regulated accreditation scheme for heavy vehicle operators initiated and started in South Africa in 2007. It is focused on driver wellness, operator productivity, freight loading, safety and compliance and training. The RTMS standard ensures good transport operator practice, taking into consideration the safety of the driver, the load, the vehicle and all other road users.

"The Road Transport Management System is an industry-led, government-supported voluntary, self-regulation scheme that encourages consignors, consignees and road transport operators to implement a management system (a set of standards) that demonstrates compliance with the Road Regulations and contribute to preserving road infrastructure, improving road safety and increasing productivity." RTMS Steering Committee, South Africa.

It is a total commitment by certified transport operators to observe and maintain a set of protocols created to ensure good operator practice. Good transport operator practice is more than just ensuring cargo is safe, loaded correctly and adheres to the road weight regulations. It involves a multitude of steps and procedures that must be followed and recorded in accordance with the relevant RTMS standard, SANS 1395.1:2019, which is recognised by the South African Bureau of Standards (SABS). These standards are put in place to ensure a high level of man-



agement for the operator's vehicles, drivers, freight, and the operator's depots. Each transporter needs to maintain and adhere to the SANS 1395 specific standard operating procedures which have been independently audited by a SANAS-accredited certification body. The transporter must also comply with the reporting requirements of the RTMS steering committee including the quarterly submission of key performance indicators.

It makes sense that Unifreight, Zimbabwe's leading transporter operator should lead the way with this world-class certification in the hope other operators within the industry will follow, raising the standard across the country.



# Driven To Deliver



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As we continue on our journey to go from good to GREAT, we are proud to become the first RTMS certified transporter in Zimbabwe. We look forward to many more milestones as we raise the bar of quality and safety.



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# IVP DESK

## COMMUNIQUE ISSUED AT THE END OF THE AFRICA FORUM 2022 HOSTED BY THE CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT GHANA

HELD ON MAY 10-12, 2022 AT LA-PALM ROYAL BEACH HOTEL, ACCRA GHANA

### Preamble:

The Chartered Institute of Logistics and Transport held its 3-day Africa Forum Conference and Exhibition in Accra, Ghana on May 10-12, 2022. The Africa Forum Conference is a major continental event for the Chartered Institute of Logistics and Transport with representation in 23 African Countries namely Burkina Faso, Cameroon, Cote d'Ivoire, Egypt, Gabon, Gambia, Ghana, Mauritius, Malawi, Namibia, Nigeria, Rwanda, Seychelles, Sierra Leone, South Africa, Tanzania, Togo, Tunisia, Uganda, Zambia and Zimbabwe (CILT), organized annually and rotated among the Africa member countries. It provides a platform for governments, business entities, corporate organisations and individuals to share, learn and promote professional and business interests related to transport and logistics to inform policy direction.

The theme for this year's Forum was **Sustainable Implementation of the African Continental Free Trade Agreement (AfCFTA): The Role of Logistics, Transport and Industry**. It was aimed at fostering dialogue around initiatives which spotlight the critical role of Transport and Logistics in the successful and sustainable implementation of the African Continental Free Trade Area Agreement (AfCFTA).

Key notable speakers during the conference were the Secretary General of AfCFTA, Minister of Transport for the Republic of Ghana, Deputy Minister of Trade and Industry for Republic of Ghana among other captains of industry and commerce drawn from various countries. Highly notable guests were members of the Diplomatic Corps from Zimbabwe, Zambia and Ghana. Attendees were government officials, professionals, corporate executives, business owners and national leaderships of CILT from Botswana, Cote d'Ivoire, Kenya, Mauritius, Nigeria, Rwanda, South Africa, Togo, Uganda, Zambia, Zimbabwe, UK and Ghana.

### Resolutions/Recommendations:

At the end the Africa Forum, having deliberated on several issues of continental and respective national interests, regarding the role of transport and logistics for the

sustainability of the AfCFTA, the Africa Forum recommends the following:

1. To realise the benefits of AfCFTA, there is need for efficient and cost effective implementation plan, commitment and involvement of a wide range of stakeholders across the continent, political will and strong leadership.
2. That the efforts of all African governments who are pursuing the roll out of the electronic vehicles (EV) be commended especially because of its potential to make a positive climate impact. In particular, the Forum was pleased to learn that the government of the host country, Ghana is currently developing an E-Mobility Policy to guide the deployment and scale-up of Electric Vehicles (EV). The Forum calls on other countries to emulate the example.
3. That in order to bridge Africa's infrastructure gap, currently estimated at \$1.7 trillion dollars for the next ten (10) years, African Governments need to create structures that do not to put the entire financial burden of logistics and transport infrastructure on the public sector but to create the enabling environment for the private sector to help in the provision of the needed infrastructure through public private partnerships.
4. The implementation of various projects under the Programme for Infrastructure Development (PIDA) be accelerated in order to open up the logistics and value chain corridors of Africa and which will in turn speed up the industrialisation on the continent.
5. That African countries step up action on realisation of the Single African Air Transport Market (SAATM), AfCFTA in order to ensure better framework for air travel and reduce the cost of air travel across Africa.
6. That African countries need a clear and concise 'road map' for continental rail transportation, in view of the significant advantages of railways for freight transportation, positive environmental impact and its ability to greatly enhance the movement of goods at sustainable cost. Further, the



Dr. Newton Demba (FCILT)

Forum recommends the establishment of a continental funding instruments for railway development to help Africa overcome the financial challenges associated with railway development; The critical role of seaports plays in trade be recognised and an action plan be put in place to accelerate the development of port to port shipping operations in order to bring down the cost of sea freight in Africa which is high due to the absence of Africa based liner operations.

7. Reaffirm CILT's commitment to the advancement of the science and art of transport and logistics, the profession, education and knowledge sharing that is demonstrated by CILT towards building a competitive workforce and shaping relevant policies in the areas of logistics and transport.
8. The Chartered Institute of Logistics and Transport's 2023 Africa Forum will be hosted in Kigali, Rwanda.

For and on behalf of CILT Africa

Dr. Newton Demba, (FCILT)  
International Vice President for Africa (IVP) & Chairman of Africa Forum



**W**OMEN in Logistics and Transport (WiLAT) was launched in June 2013 to promote the transport industry to female members and to encourage and support their career development. Globally, by 2021 WiLAT had over 3258 members in 31 countries and is still growing.

The Zimbabwe chapter was launched in June 2016 to and has rapidly grown both in influence and effectiveness. WiLAT Zimbabwe is also affiliated to and is an organ of Chartered Institute of Logistics and Transport (CILT) Zimbabwe Branch Chapter. Our mission is to promote the status and dignity of women who have chosen their careers in the logistics and transport sector through sharing notes, experiences, skills and essential competences for the trade.

The overall goal is to help other women discover their talents, and further improve our presence through acquisition of necessary knowledge and guidance. Currently we are working towards training and development in the areas of leadership, entrepreneurship, empowerment and digital logistics systems. The focus is to involve active and non-active members so that we can benefit from their experiences and networking programs. WiLAT Zimbabwe currently has a total membership of 221 and our hope is to ensure there is a positive impact in the community and growth of CILT as a profession. Strides have been made such that professional ladies like Patience Kudumba, Ruth Dhlwayo, Mollen Kauswaurere and many others had set shining examples of having pioneers in breaking the barriers in working in a male dominated environment.

We invite the nation and the world at large to take part in the achievement of the endeavors to advance the interests of women in a lucrative industry that has traditionally been dominated by males. The benefits are real and the progress





# JANUARY 2023 INTAKE

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# Speech by Hon, Deputy Minister

In his address The Hon. Deputy Minister of Transport and Infrastructural Development Zimbabwe, Hon Michael Madiro thanked The Chartered Institute of Logistics & Transport Zimbabwe for giving him the privilege to officiate at this year's annual dinner.

He stated as Government, they aspired to develop a sustainable transport system across all modes that support the aspirations as a nation. By this, The Ministry of Transport and Infrastructural Development has underlined the development of a transport network that is geared to serve key socio-economic sectors that include agriculture, tourism, manufacturing, mining, construction, education and public health.

It is imperative that Government and professional bodies like CILT work hand-in-glove in ensuring that the public interest is best served. The role of CILT in defining the global standards that support best practices, and in providing the education and qualifications that are recognized worldwide as benchmarks of excellence, is critical to achieve that.

He also thanked CILT for their highly valued contributions to the transport sector and expressed hope that the occasion could create a milestone for a new vision that will guide Zimbabwe into the future together.



**Honourable Advocate Micheal Madiro (MP)**  
DEPUTY MINISTER OF TRANSPORT AND  
INFRASTRUCTURAL DEVELOPMENT OF THE  
REPUBLIC OF ZIMBABWE

## Cargo Transportation



By Sydney Chimberengwa

**W**ITH the endeavor to continuously improve quality in logistics and transport fraternity, cargo transportation have gone through several phases of development. Before the introduction of scotch-carts some over 200 years people carried goods on their backs and/or donkey backs. Later this was then followed by a series of other phases of development such as better road transport, rail transport, water transport and air transport. This greatly improved the movement of cargo across the world. Today, multimodalism is now the anchor of global logistics and transport. It is continuing to improve trade relations among nations.

To ensure effective cargo transportation naturally this was followed by the evolution of freight forwarding and customs clearing enter-

prises. This expanded the cargo transportation industry. The cargo agencies have become intermediaries between shippers/ consignees and carriers or transporters performing a wide and varied range of services, acting as authorized cargo agents as well as consolidators/ custom brokers. Freight forwarding and customs clearing enterprises are proving to be an important link between the world commerce and the transportation industry.

Transportation of cargo from one country to another is now an economic driver in most developing nations. It is the cogwheel that may transform the Zimbabwean economy in its trajectory of being a middle income economy by 2030. Logistics and transportation is no longer an after-thought but a necessity for a country that picture success.



# Knowledge production and sharing through research

## Prof. Tukuta

Deputy Chair CILT Zimbabwe & Dean Entrepreneurship and Business Sciences Chinhoyi University of Technology

## and Prof. M. Tsvere

Research Mentor CILT Zimbabwe & Director, Academy of Teaching and Learning, Chinhoyi University of Technology

**P**EOPLE cannot do without transport. They need to transport to go to work, shops, school, hospital, holiday resorts etc. Such societal welfare makes it necessary that goods and services require sustained and efficient transport. This is why Logistics and Transport is a cross cutting issue that calls for interdisciplinary scientific research. People and industries worry about mode and facility of transportation. It is imperative that these three aspects are effectively connected. Effective connections come from informed decisions. The transport and logistics sector benefits from research based knowledge generation.

Transport managers make informed policy discussions and decisions based on well-grounded research findings and recommendations in order to achieve societal outcomes. Transport and Logistics has a critical role to play in achieving two SDGs. SDG1: No poverty and SDG 2: Zero Hunger. Effective transportation has a significant role in socio-economic development. Efficient logistics and supply chains improve efficient flow of nutritious food sources and access to markets. A sustainable transport and logistics system is achieved when it is part of the solution to combating climate impacts. Being part of the green revolution implies being part of the research focused solution seeking and research findings sharing.

Supply chain managers, procurement managers, logistics managers, politicians, manufacture ring decision makers and different hierarchies, consumers and automobile drives, logistics service providers, strategy department, business development managers are expecting well research based answers for effective proactive planning and action. CILT Zimbabwe's Research agenda identifies research problems that inform policy dialogue, policy development and policy decisions that improves societal outcomes.

Many wonder how diesel and petrol price hikes are affecting consumers, transport and logistics service providers and decision makers in the various industries. The Director of future studies and knowledge management, European Business School, Dr. Heiko von der Gracht1 (2022, p4) poses three critical questions

1. What can managers and society expect in the future with high probability?
2. How is volatile energy prizes affect transport and supply chains?

3. What opportunities does the future have to offer those who know how to use this knowledge?

Research in the logistics and transport industry include trends regarding infrastructure development, supply chain policies, transport design and networks, risk management in the traffic supply chain, theory testing, logistics and transportation modelling. Other discipline specific studies that are linked to logistics and transport include the food supply, traffic flow, volatile energy effects, origin-destination models, and solid waste management. Nanotechnology Machine learning and Internet of Things are emerging technologies that are revolutionising the industry and societies.

Nanotechnology has made it possible to

produce materials that have positive applications to the supply chain and logistics industry. Of interest to transport and Logistics, nontechnology brings packaging innovation. The Transport and Logistics Industry need to know how they benefit from innovation being made on protecting goods from adverse effects of chemicals or UV effects. They require stronger packaging. Research in how nanotechnologies can influence transportation and storage costs. Suppliers and transporters need to know how to minimize damage incurred through shipping.

**Transport and Logistics 2030. Volume 1: How will supply chain evolve in an energy- constrained low-carbon world? Available at <https://www.pwc.com/gx/en/transportation-logistics/tl2030/assets/pwc-tl2030-pub.pdf>**

## Minerals Logistics Training Programme

**L**EADERSHIP development and marketing skills have of late been critical in the logistics and transport sector. The business environment is changing and so are market demands. Government policies and regulations across the globe regarding trade have shifted dramatically. Global logistics and international business trends have mutated to complex and often difficult issues.

Geo-political relations have shifted with events in many parts of the world posing a further challenge to problems created by a series of pandemics. It is in this vein that leadership development as a process and practice must

be given more detailed attention. Leadership development is strategic in nature seeking long-term organizational competitiveness, profitability and growth.

Leadership development entails any initiatives or efforts to make others in the organization become better leaders through vision sharing, strategic fit and development of capabilities for enhanced business performance. It also provides a window for strategic succession planning. Marketing skills form a category of rare soft-skill-set required for the creation of sales, product and services awareness. A combination of leadership development and marketing skills.



**MMCZ Staff in Victoria Falls for a Minerals Logistics Training Programme 2021**

# CILT MEMBERSHIP

**C**ILT Zimbabwe's thrust is to promote the art and science of logistics and transport within the country's local industries and government at large. Its existence thrives on both professionals and corporates membership that forms a community of experts and champions in logistics and transport management techniques.

We have categories of membership levels for both corporate and professionals. The following are the categories for corporate and professional membership.

The Institute encourages individuals and corporates to apply for membership that will assist them in professional development in the field of logistics, transport and supply chain.

Corporate membership is available for those in transport and logistics whether a business, training organisation or public body. By partnering with The Chartered Institute of Logistics & Transport (CILT), your organisation will gain many advantages. You will raise awareness of your organisation within the market place. Assist in the development of your employees through Continuous Professional Development (CPD) and expand your business network. This will help your organisation at the forefront of innovation. These advantages are all-cost effective ways of increasing productivity and profit.

We offer Bronze, Silver, Gold and Platinum corporate membership. There are two categories of members assessed and non-assessed and there are a number of grades in each of the category.

The assessed category is the only one that enables a member a privilege of carrying out the post nominal, (MILT, CMILT or FCILT). Individuals are required to meet specific criteria on their qualification and experience required for different membership grades.

## **Non-Assessed Category**

**Affiliate**, which is the first membership step with no qualifying

criteria. Student Member where a student may join as an affiliate with the intention of taking CILT qualifications or aspiring to upgrade into the higher grade of membership in the future. Admission is by direct entry.

## **Assessed Category**

**Member (MILT)** - Applicant would have ideally completed their CILT Certificate or CILT Diploma or another relevant exempting qualification, have at least 3 years management experience in the logistics and transport sector.

**Chartered Member (CMILT)** - Applicant should have completed the CILT advanced diploma or another relevant exempting qualification and have at least five years' experience in the logistics in transport sector of which at least two years must be at managerial level. In addition, there are specific routes to Chartered membership for those who have significant relevant experience but lack formal educational qualifications.

**Chartered Fellow (FCILT)** - Applicants should ordinarily be Chartered Members, and have at least 7 years high-level management experience in logistics or transport sector. The Chartered Fellowship is awarded to individuals who have made an outstanding contribution to the transport sector, attained a position of eminence in their field and have special knowledge of the theory or practice of logistics and transport.

All assessed grades are entitled to use the post -nominal for those who are in good standing. Our members are on our website [www.ciltzim.org.zw](http://www.ciltzim.org.zw).

The following are the benefits of attaining CILT membership at both corporate and professional categories, and worth considering;

Continued to page 13





# CILT MEMBERSHIP

Continued from page 12

## 1. Recognition

Get noticed for your knowledge, skills and commitment to personal career development. Corporates are equally recognised of their capabilities and prowess in logistics and transport activities. Membership entitles you to use CILT excellent educational suite and post-nominal, recognised globally by employers and clients as representing the highest standards in professionalism and best practice.

## 2. Learning

CILT educational suite covers all aspects of supply chain, logistics and transport, and is recognised the world over as the industry standard in teaching and best practice.

CILT qualifications have been developed to meet the requirements of logistics and transport professionals across the world. CILT is constantly developing new content to meet the changing needs of professionals and the industry, and all courses are subject to regular review by a team of academics and experienced practitioners.

## 3. Community

Joining our community helps you to build networks with professionals working in all sectors of our industry. Whether you are looking for an expert or a mentor, insight or advice, the CILT family is available to be of assistance.

Membership of CILT keeps you in touch, allowing access to a wide array of digital networking opportunities, as well as events where you can make the contacts and gain the understanding you need to succeed, such as local and regional member group activities, multi-sector and subject specific forums, and round table discussions hosted by corporate members.

## 4. Events

Even in this age of digital communication, nothing beats meeting face to face. Membership of CILT gives you access to the local and international events, people and conversations in logistics and transport.

CILT extensive programme of events allows you to stay in touch with fellow professionals, hear the latest thinking on the key issues of the day, and keep up-to-date with a fast changing industry.

Therefore, you have every reason to join the vibrant CILT team and adopt the following motto;

**WE ARE STRONGER TOGETHER. WE ARE CILT**



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# Breaking the glass ceiling

By Tatenda Murandu

In Zimbabwe women constitute of 52 percent of the total population of 15 million people, there are progressive laws that guarantee women's rights in the workplace and at home. However, the lack of implementation reinforces inequality. However the lack of implementation reinforces inequality. Some women regret that their gender could be an issue in finding something to do in a male dominated society. Gender equality might not be a reality in Zimbabwe but with women like Molley Kauswerere it is on the horizon.

Molley Kauswerere is one of the few female cross boarder truck drivers in Zimbabwe. She has refused to be singled out because of her gender. Kauswerere explains how she manages her job despite being traditionally male dominated. She further explains why drivers should not define themselves by gender..."we are all drivers...both male and female drivers are doing the same job, so why identifying ourselves by our gender..." she said

Kauswerere explains further how she enjoys her job despite of the challenges she faces daily "the fact that it is male dominated made me want to step in and challenge them ... women can also do it." She describes her job as something she always wanted to do from a tender age.

Women in transportation business have described their career as flexible and gives freedom to the employee. The career provides two most appealing aspect for women who like to travel cross country routes should be appealing. Truckers swear that there is no better way to see the country than being behind the wheel. Female truckers report loving to sit behind the deck, being their own boss, setting their own schedule and still getting to sleep in their own bed every night.

Molley refuses to be limited to do just the traditional feminine jobs but rather took a step further in occupying positions in a male dominated industry. Encouraging other women Kauswerere said "...if you have a passion for anything go for it... do not limit yourself... the sky is the limit."

Most female truck drivers have taken their jobs as a lifestyle, and build strong



communities to support one another. As their number is smaller in a male dominant industry they have built an extremely tight community with each other as they understand their day to day routines.

Though Molley has become a giant in the industry she explains how difficult it is to achieve equality or professional recognition, and how often women are reminded of their gender roles. In Zimbabwe this discrimination results in many female truck drivers opting to quit to secure peace within their homes and communities at large.

Women suffer discrimination in the workplace and at times they fall victim of sexual harassment to their male colleagues. Molley said "...at times female truck drivers are viewed as promiscuous as truck driving has been rated as a job mostly done by men."

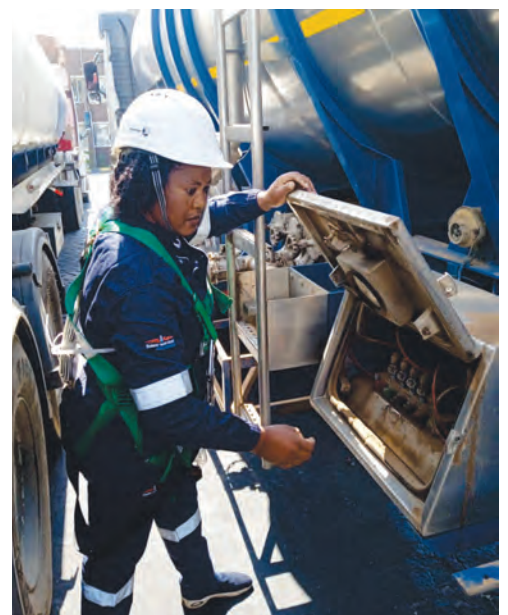


"There are some drivers out there who resent the presence of women as their peers... this is changing but not fast enough..." she added as she further narrates the challenges she faces daily in her career.

"The workload of a truck driver is the same for any gender. Often times health concerns arise from the type of work required, be it the long hours sitting, the bouncing of the truck or the heavy lifting required of unloading a trailer," Molley said. Women drivers compared to their male counterparts have different health concerns including but not limited to menopause, menstrual issues, pregnancy and sore breasts including the health concerns that affect both male and female drivers that include back pain, headaches and weight gain. This rather results in female truck drivers having more health complications as compared to male truck drivers.

Molley complains about the poor facilities that women need regularly on their day to day running of the day. She describes that often times there are no showers or toilets specifically made for women. Facilities through out the country cater for urgent care but tailored towards male health concerns and fail to address female health issues.

In conclusion Molley advises women looking for a stable career path that allows them to be in total control to partake in trucking as the right industry. She further went on to say women should not let stereotypes of trucking being for men only to keep away from such an amazing opportunity.





# The Next Generation

**T**HE future of every profession lies in the leaders-in-making who are the current youth. CILT Zimbabwe also strongly believes in such ideology as Logistics and transport is the anchor of any economic performance. For effective execution, the profession looks ahead to young energetic, skilful, and competent professionals. CILT Zimbabwe has a vibrant youth movement that gathers together professionals and students in the fields of Logistics and Transport. Its main focus is towards gaining and fostering the skills that all young professionals need in order to drive Zimbabwe towards a middle income economy.

## AIMS:

The Next Generation aims to:

- Promote membership to young aspiring individuals.
- Introduce young talent into the Institute's main body.
- Generate new interest of the profession for future CILT generation.
- Build relationships amongst young CILT members and professionals.
- Promote ambassadors of the institute and its brand name now and forward into the future.

## Benefits of CILT Next Generation:

- Exposure of members to a knowledge pool and professional network outside



- the normal peer group.
- Opportunities for professional development which otherwise would not be possible i.e. technical visits and networking events.
- Access to other non-academic forms of industry training like Continuing Professional Development (CPD) programmes

In the past two years Next Generation Zimbabwe has seen a steady increase in membership with members joining the Next Generation networking platforms both at local and international level.

Some of the events that Next Generation Zimbabwe has participated in:

- **Next Generation International**
- **Next Generation Africa**



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For our courses to be relevant to the industry and government in every CILT country, we make sure the course content and structure meets our Zimbabwean National Qualification Framework requirements and standards, while looking for the best solution for that country. This means that you gain a qualification that is internationally transferable, but you can also use this for professional recognition and career development. To meet the needs of the industry and to reflect on transport and logistics issues in your own country, our approved training providers tailor our courses to include localised case studies and examples. This means you are learning in an easy and relevant way whilst benefiting from our high education standards. We are consistently building on our modular course structure, so that new units of study will be constantly developed to meet the needs of business and industry, responding to our global community.

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CILT(Zimbabwe) qualifications offer you the opportunity to gain professional recognition of your knowledge and experience to advance you in your career. Whether you are starting out or already have several years' experience, we have qualifications for you. Each qualification has been designed and developed by experienced practitioners, so the content is relevant and the knowledge you gain is immediately transferable to your workplace.

## Short Courses

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The courses range from those designed for professionals starting out in their careers up to courses with an emphasis on the strategic level. Continuing Professional Development (CPD)

A commitment to CPD is an integral part of being a professional. CPD is described as 'the systematic maintenance and improvement of knowl-



edge, skills and competence throughout a professional's working life.' Keeping your knowledge and skills up to date in today's fast-changing world of work is vitally important, yet some people find it more challenging to plan and systematically improve their own skills than to set up systems for continuous improvement in the workplace. For this reason, the Institute offers members guidance and support to help them get the best out of their Continuing Professional Development (CPD). CILT(Zimbabwe) Accreditation

The Chartered Institute of Logistics and Transport in the CILT (Zimbabwe) is committed to working in partnership with accredited universities to Professionalise the Supply Chain and to give students the edge they need to succeed in their future careers. CILT (Zimbabwe) Accredited programmes are the globally recognised benchmarks for logistics and transport training. CILT (Zimbabwe) sets the standards for university degree courses, apprenticeships programmes and professional development schemes and short courses delivered by specialist training providers. We only accredit only those programmes that meet the requirements needed for students to excel within our profession

- *Mujakachi TC (FCILT)*





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# Traffic Congestion in Harare

**Author: Henry Nyoni (CMILT)**

*"Tell your mum to hurry up, its already half past six! We need to beat the morning traffic..."* yells Mr X to his daughter. He is visibly uneasy as he sits impatiently in his idling car waiting for his wife - fully aware that they risk being caught in traffic congestion should they delay any further. Mr X, just like the tens of thousands of motorists using Harare roads, loathes the traffic congestion they have to confront daily as they seek to drive about in the city of Harare. It has become his standard routine to carefully and proactively plan his trips to avoid traffic – a strategy that sometimes work and sometimes doesn't.

Traffic congestion is a major challenge that the city of Harare faces, especially in the CBD and surrounding areas. It has grown over the years to become a menace that cannot be ignored as its impact has far reaching consequences economically and socially. Huge volumes of vehicles slowly driving in and out of the CBD during peak hours are now the new normal. Most roads in the CBD as well as major roads leading into and out of the CBD like Seke, Simon Mazorodze, Samora Machel, Lomagundi, Kirkman, Chiremba, 2<sup>nd</sup> street Extension are the worst affected by traffic congestion and are usually characterised by traffic jams at intersections, illegal multiple driving lanes, yellow lane driving, driving against traffic and traffic controllers attempting to unjam the traffic. The huge volumes of vehicles, coupled with poor driver behaviours and a deteriorating road infrastructure, consistently result in traffic congestion especially during peak hours.

The traffic menace happening in Harare cannot be analysed in isolation as it is intrinsically linked to the demographic, social and economic trends that Harare has experienced in the past three decades. Factors such as population growth, deregulation of the public transport space, influx of imported secondhand vehicles, increased private ownership

of vehicles, lifestyle changes, deteriorating infrastructure, driver behaviour and inter-city movement have all contributed to Harare's increasing traffic congestion.

Harare, just like many cities in Africa has rapidly urbanised in the past three decades resulting in an exponential growth of population. The population of Harare has grown by 32% from an estimated 1,180,000 people in the 1992 census to an estimated 1,558,000 people in the 2022 census. This population growth has resulted in a natural increase in the number of people commuting in driving into the CBD and other economic zones. Worryingly, the population has grown way ahead of infrastructure provision resulting in a serious burden on the existing roads.

The deregulation of the public transport space in 1994 resulted in the birth and growth of privately owned public transport operators. These operators, popularly known as 'kombis' has significantly increased over the years in line with growing demand for commuter transport. The emergence of illegal pirate taxis, popularly known as '*mushikashikas*' whose reputation for bad driving is unparalleled has further compounded the problem of traffic congestion in Harare as they are the chief causes of traffic jams in intersections. This, coupled with the errant behaviour of the majority of public transport drivers who generally disregard road regulations and abruptly pick/drop passengers, has also contributed in a significant way to traffic congestion.

Zimbabwe has seen an exponential increase in vehicle ownership and usage in the past two decades. The accessibility and affordability of second-hand vehicles from developed countries – especially Japan has seen a significant increase in private vehicle ownership and usage.

**Continued to page 19**



# Traffic Congestion in Harare

Continued from page 18

Registered vehicles in Zimbabwe increased by around 15% per annum with an estimated 510,000 vehicles imported between 2007 and 2017 to bring the total vehicle population to an estimated 1,5 million vehicles in 2021. Furthermore, 65% of vehicles is estimated to be in Harare. As such this influx of vehicles has resulted in an increase in Vehicle Miles Travelled (VMT). Scholars regard VMT as an outcome of trip frequency, vehicle ownership, mode choice and trip length. A study conducted by Kanyepe, Tukuta and Chirisa (2022) concluded that there was a positive correlation between VMT and traffic congestion in Harare.

Infrastructure development and maintenance remains a major challenge in Zimbabwe. The rate of public infrastructure development continues to lag behind population and settlement growth. The government (central and local) has not upgraded the existing major roads that lead into the CBD to match the growing vehicle population and demand for additional road infrastructure. The deterioration of roads has seen a serious proliferation of potholes in our roads which reduces traffic speed and flow, resulting in traffic congestion.

The poor public transport system coupled with lifestyle changes has resulted in the growth of a car-centric philosophy in Harare. Kanyepe, Tukuta and Chirisa (2022) affirm that the decision to use private vehicles and rejection of public transport is perceived as a natural consequence of a ratio contrast of the various modes of transport. For the majority with the means, private vehicles have become the preferred mode of transport due to the social status, convenience, and safety.

Traffic congestion affects all road users in various ways. The effects of traffic congestion are both economic and social. Firstly, traffic congestion has reduced the effectiveness of emergency response services like ambulances, police, and fire brigades in Harare. Emergency response services are increasing finding it difficult to manoeuvre in Harare resulting in delayed intervention in emergency situations like fire outbreaks, road traffic accidents and health emergencies. For public transport operators, traffic congestion significantly increases trip time hence reducing the number of trips done per day resulting in loss of revenue. For commercial delivery vehicles, traffic congestion often results in unscheduled delays resulting in route incompletions and lost sales. Private motorists are also affected by congestion as is time consuming and often results in stress and decreased productivity.

Across various categories of traffic, traffic congestion increases the cost of travelling owing to the lengthy in-transit delays in transit- resulting in increased fuel consumption per kilometre. Congestion also increases stress resulting in road rage and accidents as motorists try to 'beat' other traffic around them. Besides the costs of repairing the damaged vehicles, accidents may even result in injury and loss of life. Traffic congestion usually results in long delays sometimes extending to 3 to 4 hours- giving an unpleasant driving experience to motorists and often resulting in frustrations and road rage. Furthermore, traffic congestions have negatively impacted on work-life balance as motorists either cut short their working day or extend



work into the night in a bid to avoid being caught up traffic. both situations tilt the work-life pendulum unfavourable to one side. Environmentally, congestions increase air pollution as slow-moving vehicles emit gases such as carbon monoxide, unburnt gasoline, carbon dioxide lead into the atmosphere.

In conclusion, traffic congestion in Harare is a big menace bedevilling motorists in Harare. The causes of congestion were unpacked in the article and include an increase in the volumes of traffic, coupled with poor driver behaviours and deteriorating road infrastructure amongst other challenges are the key drivers of the intense traffic congestion. The impact of congestion has been cited as both economic and social and affects motorists in various ways. The author recommends that a multi-stakeholder approach is required to come up with sustainable solution of managing the problem of traffic congestion. )

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*is a very knowledgeable, motivating and kind person. What you get with Killian, is proactive mentorship. One that often makes the first move to check up on you, giving you feedback when you least expected it. Killian is a great mentor, and I would recommend him to anyone who is new to the profession.*

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# 8 tips to success for upcoming Transport and logistics companies in emerging economies



## 1. Ride on social media platforms

Social media has emerged in the recent years as a significant marketing tool. It is nowadays a marketer's best friend. Logistics and transport companies should befriend and connect to all possible social platforms such as LinkedIn, Facebook, WhatsApp and Instagram. Create an attractive and informative accounts that builds trust and relationship with your customers. Through social media platforms let your customers have information to your business such as your physical address, your website (if you have one) and your phone number. Share pictures, updates and exclusive deals to those that follow your business. Social media should be the connecting platform to your potential and existing customers in real time (24/7/12). If you have multiple social media profiles, insure that your information is consistent throughout.

## 2. Getting feedback

Without feedback the provision of any service is incomplete. Supply chains heavily depends on members at different echelons of the chain including customers. Recommendations are only as a result of identified gaps. Allow your customers to provide such necessary feedback on your service. It is not about constructivism or negativity of the feedback. It doesn't matter if your customers are negatively talking about you on social media or physically to some other people. The good part is they will be talking about your business. This testifies that your name is existing in the market. What you only need is to work towards possible ways of building and repositioning yourself. Learn to give more attention to the words of your customer more than you would do to owner or operator.

## 3. Offer special incentives for referrals

Business should learn to appreciate unassigned marketers. If you find getting referrals often, consider giving out incentives to those that spoke highly of you. Someone who likes your service may tell a friend, but someone who has an incentive to do so is almost always going to tell several people. Whether it's a discount on your services or a free bumper sticker, your customers will appreciate it. It looks good for your business to keep customers happy even after the service is complete. However, be careful of not draining your profits through incentives.

## 4. Know where your customers are located

Your marketing efforts should be directed to where your customers are

located. This is the best way to inform your customers and grow your business. Don't waste your time doing the marketing equivalent of shouting into an empty room. Efforts should be directed to where there results. Let's use Twitter as an example. Say you run your marketing campaign on Twitter, but you don't get the results you want. You log on to Facebook one day and realize those you consider your potential customers are hanging out on this social network. It is prudent to focus on where you have attention and potential to improve your customer base. As you ride from known markets, in small steps you can penetrate the unknown markets. Time is money in the marketing world. Don't waste yours by advertising where your customers aren't.

## 5. Get a website

Going online is a great way to appeal to potential customers. In this digital era, a business should not afford to operate outside technologies. Technology is now the new normal for all forms of business. Set up an interactive website which can engage your potential customers. Your customers should be able to access all pertinent information through the various forms of technologies such as the website about your business and how to get connected. There is nothing that irritates a customer more than a late response to an inquiry. Embracing technologies is the way to go to assure high degree of responsiveness.

## 6. Join trade associations, groups and attend their events

Do not live in isolation in this era of supply chains. Connect and be part of the global village. Affiliate to various like minded trade associations. Trade associations are knowledge and experience sharing platforms committed to help members develop their business by providing education and networking opportunities. Not only that trade association is a great place to learn more about your trade, but it's perfect for sharing some of your marketing materials as well.

## 7. Update your customers by newsletter or mailer throughout the year

Connect with your customers, even when they don't immediately need your services. Keep them updated about developments in the logistics and transport sector as well as what your company is doing in response to the prevailing developments. Make use of newsletters and other forms of bulleting. You can either print it out and mail

Continued to page 21



## Continued from page 20

it or send your customers an email version.

## 8. Never think you are the only player

One of the best ways to market yourself is by understanding that you are not the only player available for business. Appreciate what others are able to offer and try to proffer ways to outwit them. See what your competition is offering, then one-up them if you can. If you can't beat a competitor's price, focus on customer relations. Bigger companies tend to struggle when it comes to being friendly. Remember your customers' names, check in with them and make them feel important. Show them why they should work with you, even if you cost a little bit more. People want to support smaller businesses – give them a reason to!

**By Tinotenda E. Munemo (MILT)**  
**Logistics Business Development Consultant**



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## Chinese market dominate in truck industry

UNTIL the American and European models have been dominating the trucking industry in the Southern Region of Africa Freightliner Cummins N14 & Detroit engine generations for more than 2 decades. South Africa being the leading manufacturer and assembly of the automotive industry in Africa and it was difficult for the new entrants to the industry to procure new trucks due to the high acquisition cost. This led for the majority of entrepreneurs to source pre used truck in Europe the widely known "ex UK" Volvo DAF & Scania.

However, the pre used European was no longer ideal for long hauls and long term contracts due high maintenance costs and breakdowns. In the year 2019 there was an emergence of the Chinese truck models the likes of Howo 371-(Weichai engine) & Shacman F3000 and others.

These models were a game changer to the industry resulting a fuel consumption rate of 1 litre per 4km compared to the European and American models which ranged from 1litre per 2.5km. In terms of maintenance cost a full clutch kit cost ranged from 300usd compared to that of a Freightliner which ranged from 700usd.

Low fuel consumption rate, operational cost and acquisition cost gave a competitive edge to the organizations who initiated first adopting the Chinese brands as the freight forwarding companies were now offering low road transportation rates due the increase in competition.

Today we can see major players in the truck industry the likes of Strauss logistics, Darwizi & J&J incorporated the Chinese models phasing out the American models amongst their fleet.

Above all Chinese models managed to penetrate the Southern African region because of the reluctant emissions policies as the Howo 371 model was classified as Euro 2 resulting in low fuel consumption and high emissions, the new models like Shacman X3000 is classified Euro4 for the sustainable operations to the environment.

• Article by Tapiwa Magwenzi (MILT)



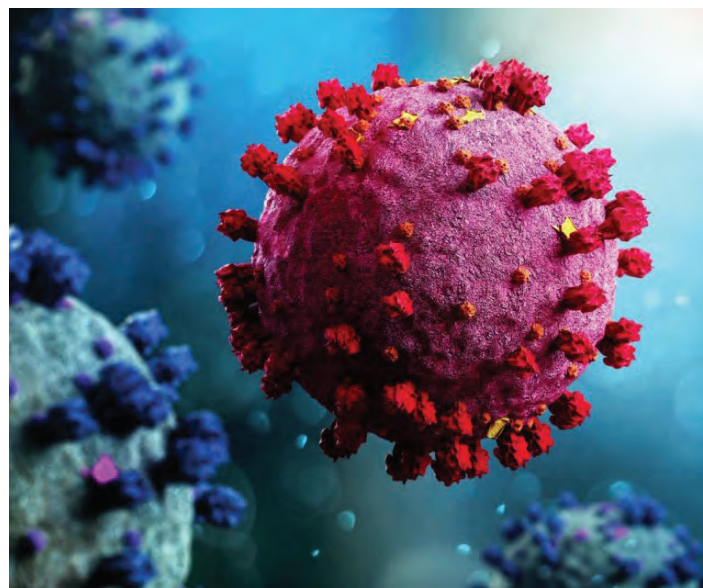


# The last mile of logistics beyond COVID 19

INDEED COVID 19 was a real wake up call to the often neglected online business opportunity. Online business seem to be the new and smart way of business conduct. After Covid 19 was declared a global pandemic, the whole world reacted swiftly and resorted to online shopping. This gave birth to a new life of business opportunity. Technology revolutionised the business process. During the epidemic, clients for many organisations demanded for safe and hygienic delivery of goods and services.

This brought to the limelight the strategic need of logistics and transport. However, many organisations reacted positively to the clarion call by providing curb side deliveries, online buying, pickup in store, and parcel lockers. The convenience of these services enhanced customer satisfaction and strengthened brand loyalty for companies who provide such contact-free versatility. Online businesses should continue to invest more than ever in the last-mile customer experience. Customers demand variety, quickness, and flexibility in their delivery options.

Clemence Jacob. (CMILT)



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# The Role of Transport Associations in Industry Self-Regulation: *Lessons from City of Bulawayo*



Henry Nyoni

COMMUTER omnibuses have dominated the urban mass transport system in Zimbabwe for nearly three decades following the deregulation of the urban transport system in Zimbabwe in August 1993. Rapid urbanisation coupled with growing urban populations and economic growth increased the demand for transport services in post-independence Zimbabwe. As such, the deregulation of the transport sector was a double-edged strategic initiative by Government of Zimbabwe in the face of growing economic pressures. On one hand, the government sought to reduce government expenditure through scrapping the transport subsidy that was offered through the state-owned Zimbabwe United Passenger Company (ZUPCO). On the other hand, the government was pursuing a black empowerment agenda and liberalisation of the transport sector was envisioned to deliver the desired results.

The deregulation policy allowed private transport operators to enter into the urban public transport market with minimal requirements and low barriers of entry. The licence to operate a public transport business require only the following: Public Service Vehicle (PSV) registration; Vehicle License; Operators Licence; Route Authority; Certificate of Fitness; Passenger Liability Insurance and a Licensed Driver. Furthermore, the government did not put firm requirements on vehicle type and size hence making it attractive to anyone who could afford a vehicle.

In response to the economic opportunity, the commuter omnibus industry has grown tremendously in line with growing population in Zimbabwe. The industry has grown to become one of the most attractive businesses

for the middle class in Zimbabwe due to the ease of setting up, the low barriers to entry and the attractive profit margins.

The emergence of privately owned commuter omnibuses, commonly known as kombis, into the urban public transport sector came with its own pros and cons to the commuting public. On the positive, commuter omnibuses eased the burden on ZUPCO which was struggling to meet the growing demand for public transport. Secondly, they were more flexible in terms of routing hence making public transport more accessible and available – bringing in a lot of convenience to the traveling public. On the contrary, commuter omnibuses were relatively more expensive to the commuter. Furthermore, given that there are no clear guidelines and regulations on customer service levels, commuter omnibuses have over the years earned a bad reputation for poor customer service as exhibited by abuse of customers, dangerous driving, overloading, and a general lack of professionalism. The industry also embraced touts and *hwindis* whose behaviour and treatment of customers generally leaves a lot to be desired. Over the past three decades in operation, most transport operators have failed to regulate themselves. Many have turned a blind eye on key issues around customer services, safety and responsible driving and instead focused on profit maximisation at all costs.

However, of particular interest has been the public transport system in the City of Bulawayo. Despite operating in a similar environment under similar license to operate requirements, operators in this particular city long formed transport associations in a bid to self-regulate. The city has three recognised commuter omnibus associations that have broad membership and have been dominating the public transport

sector. These are Tshova Mubaiwa Transport Cooperative, Bulawayo Public Transporters Association (BUPTA) and Bulawayo City Transit. The oldest of these is Tshova Mubaiwa which was formed in 1983 as a poverty alleviation transport cooperative. BUPTA and Bulawayo City Transit were subsequently formed in 1995 and 2015 respectively. The general aim of forming associations was to self-regulate, improve customer service, enhance collective bargaining, and grow the sector in a sustainable manner.

The transport associations in Bulawayo are recognised by the local authority as outlined in the City's public transport policy. The city has a solid working relationship with the associations and regard them as key stakeholders who are consulted in the development and implementation of the city's transport policy. According to the Bulawayo City Council transport policy, all kombi owners have to belong to association. As part of operationalising this City's transport policy, the three associations formed companies that have physical offices in order to have clearly defined structures that council can work with. The associations have engaged and delineated areas of operation for each association. Furthermore, the associations employ rank marshals who coordinate the queuing and loading of vehicles, thus bring order and harmony in the transport sector in Bulawayo.

The various associations have agreed to have all their vehicles branded in their distinct brands so as to avert cases of unregistered operators operating willy-nilly, dropping of passengers in undesignated areas and evading police, in the process putting the lives of passengers at risk. The branding and formalisation of association also enables council to approach the association when players start operating illegally and for traceability in the event of committing an offence. Furthermore, the associations agreed amongst themselves on the penalties to both the individual and the association should an operator deviate from agreed routes and ranks.

The transport policy and subsequent conglomeration of all commuter omnibuses into three associations has enabled the city to have an effective, efficient, safe, and professional public transport system. Notwithstanding the emergence and growth of pirate taxis that have disrupted the highly organised public transport system in Bulawayo. It can be concluded that the transport associations have played a pivotal role in ensuring that there is order, harmony and good business practices in the public transport sector. The positives have reduced delinquency by operators, less congestion, and a relatively good customer service culture. The Bulawayo model could be a panacea to the national problem of public transport regulation and bring sanity to the public transport jungle that Zimbabwe finds itself in.



# Zimbabwe Transport Logistics Procurement Supply Chain Forum & Exhibition 2022

**A**FRICA Trusted business solutions Pty Ltd, known as ATBS Group, a communication advisory and events management firm in Johannesburg South Africa. Will be hosting the Zimbabwe Transport Logistics Procurement Supply Chain Forum & Exhibition 2022 taking place on the 29-30 November at the Kingdom Hotel in Victoria Falls Zimbabwe, the forum will be supported by CILT Zimbabwe and others. Under the theme "brick by brick building resilient transport logistics, procurement and supply chain strategies for development sustainability & economic growth." The forum brings together industry experts from across the Southern Africa region, international, and local supply management, transport logistics professionals, and forwarding agencies to network, do business, and share ideas.

"The premier Leading Supply Chain Event in Zimbabwe," this Conference continually sets the bar for supply chain events in Zimbabwe, says Africa Trusted Business Solutions Managing director Gift Mashigaidze who is the brains behind this series. He said we are excited to be back in Zimbabwe since the maiden event that was hosted in 2013 at the Cresta Sango conference center in 2013 which was attended by over two hundred industry leaders in Transport Logistics in Zimbabwe. He encouraged executives to attend the forum in Victoria falls as it will be another interesting platform, the forum this year brings these bespoke regional speakers blended with local seasoned experts, the gathering is promising to be an exciting one.

Confirmed speakers are Ziad Hamoui, Borderless Alliance West Africa AfCFTA Consultant, at the secretariat office in Ghana; Annette Naude Regional life Science the Middle East & Africa DHL Global Forwarding based in Johannesburg South Africa; Shermandra Singh Commercial Director Dovetail Solutions Johannesburg South Africa; Mbahupu Tjivikua Chief Executive Officer Walvis Bay Corridor Group Namibia; Derek Mans Ground & Rail Product Head Southern Africa & Zambezi Region CEVA Logistics; Prof Maria Tsvere Applied Physics & Information Technology for Development Chinhoyi University Zimbabwe; CILT Executives "Prof Marian Tukuta FCILT Transport Logistics Lecturer Chinhoyi University; Charles Mazhazhate CMILT Transport Logistics PHD Student Bindura University; Tapiwa C. Mujakachi FCILT Education Chairperson CILT Zimbabwe; Tapiwa E Mukwashi FCILT Committee Member CILT Zimbabwe"; Shelton Hwande Supply Chain Analyst Supply Chain Association Zimbabwe; Nyasha Chizu a Public Procurement Consultant, Roy Eusen Logistics Supply chain Consultant, Wilfred Ramwi General Manager Transport Operators Association Zimbabwe; Joseph Musariri CEO SFAAZ Zimbabwe, Shuvai Mugadza Country Manager Zimbabwe DHL Global Forwarding; Shingirai Nhunzvi Head Procurement Zimbabwe Broad Casting Corporation; Memory T Ngulube Supply Chain Procurement Director Lafarge Holcim Cement Zimbabwe; Ali Nyirenda Procurement Manager Bindura Nickel Corporation Zimbabwe; Munyaradzi Kandawasvika Logistics Manager Bak Logistics; A special key note guest speaker event forum highlights will come from Veas Moodley Industrial Projects Business Development

Director DHL Global forwarding Sub Sahara Africa. | [giftm@atbsgroup.com](mailto:giftm@atbsgroup.com)

The forum this year will look into mega projects, Zimbabwe spotlights, regulations & reforms, transport & Investments, infrastructure developments, supply-chain trends, procurement, shipping forwarding best guidance, end-to-end supply chain management, key highlights on African Continental Free Trade Area on how it will shift the way of doing business in Africa and the role for transport logistics.

Topics to be discussed during the two-day event will include The role of procurement in achieving national goals, provincial objectives, and Supply Chain Management reform; How procurement is driving real worth to the bottom line, and value to the top line; The next level of supplier development and taking collaboration across industry sectors; Why the practice of incubating suppliers will only succeed with a collaborative model; Placing a magnifying glass on you and your supplier. How do you ensure better efficiency in the supply chain through this relationship?; To centralize or decentralize Procurement operations? Choosing the best strategy for your business; the state of supply chain structures in governments. Critically reviewing the business models for 2022 and beyond; the future of government. Look-

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ZIMBABWE'S LEADING TRANSPORT LOGISTICS PROCUREMENT SUPPLY-CHAIN FORUM & EXHIBITION BESPOKE GATHERING

**THE ZIMBABWE TRANSPORT, LOGISTICS, PROCUREMENT, SUPPLY CHAIN FORUM & EXHIBITION 2022**

**29-30 NOV 2022 KINGDOM HOTEL, VIC FALLS ZIMBABWE**

"Brick by brick building resilient transport logistics, procurement and supply chain strategies for development sustainability & economic growth."

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Shipping Agents Association of Zimbabwe (TBAZ)  
Transport Association of Zimbabwe (TAAZ)  
Supply Chain Association of Zimbabwe (SSC/Z)

**EXHIBITORS**  
DHL  
The Chartered Association of Logistics and Transport (SFAAZ)



# Zimbabwe Transport Logistics Procurement Supply Chain Forum & Exhibition 2022

Continued from page 25

ing at why the public sector worldwide must adjust to the new reality of 'doing more for less'; Designing dynamic supply chains for volatile market conditions; the Ukraine & Russia war and the effects on the global end-to-end supply chain with a major focus on Africa and Zimbabwe; Empowerment of the procurement profession through process ownership; Procurement maturity mapping: a tool for identifying and prioritizing supply chain improvements; Balancing demand & supply: getting much, much more out of your current and future ERP technology; Ethics and Leadership – what does a supply chain leader look like? Balancing Transformation, compliance, and service delivery; Supply Chain Financing; Procurement transformation; and Strategic sourcing for procurement. Transport Logistics barometer what's driving cost in Zimbabwe's transport logistics sectors? For these and many more topics plan to attend and be actively involved.

ATBS who are the organizers say "the entire transport logistics, procurement supply chain value chain has the opportunity to participate at this year's forum and exhibition: attendees are expected to come from public sector bodies, governing authorities and parastatals,

contractors, engineering agencies, clearing forwarding agencies, transport Logistics companies, research & knowledge institutes, industry associations and suppliers of infrastructure products and services as well as mining manufacturing sector corporations will be participating. For more information about the forum visit the site [www.atbsgroup.com](http://www.atbsgroup.com) | Call us on 27117622107 | WhatsApp or call +27844355153 | email [sales@atbsgroup.com](mailto:sales@atbsgroup.com)

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# Starting and running a successful transport/logistics business venture in Zimbabwe

## IDEA GENERATION AND BRAINSTORMING

Need to change the narrative from an Employee oriented stance to an Employer stance in line with the Nziramasanga Educational Commission Report that led to Education 5.0 whose emphasis is:

- Creation of Entrepreneurship
- Creative Thinkers ...Thinking Outside the Box
- Solution Providers ... Problem solving
- Idea generation
- Sustainability

Not everyone is born an entrepreneur.

In doing idea generation and brainstorming always think of the 5 Ws and 1 H i.e.

**WHAT, WHERE, WHEN, WHO, WHOSE AND HOW. Try to create as many questions as possible using that.**

1. Think of an idea that could solve a problem.
2. Brainstorm a number of ideas.
3. Determine what to focus on.
4. Improve on the focus to offer a solution. This will result in looking for niche markets and targeted customers through profiling the customers.
5. Do customer profiling to understand how you fit in the value chain of your clients.
6. Understand and Map Out growth pathways for your business
7. Make your marketing messages more effective.
8. Look for a solution to customer problems and not money. Money will follow from the solution.
9. Try to monetise your business idea.
10. Implement, execute, monitor, review and redirect your idea.

Procrastination is the Thief of Time. Need to break the Inertia.

Be prepared to survive in a **VUCA** World

**V** - Volatile and Unpredictable

**U** - Uncertain with rapid changing situations

**C** - Complex with new concepts

**A** - Ambiguous with new frameworks and broader knowledge with change as the only constant

SITUATION	RESPONSE	ACTION REQUIRED
Volatility	Vision	Speed of Action
Uncertainty	Understanding	Flexibility
Complexity	Clarity	Breadth
Ambiguity	Agility/Resilience	Active and responsive

## ESSENTIAL ELEMENTS TO SURVIVE IN A CHAOTIC ENVIRONMENT

1. Build resilience and sustainability in the business model
2. Make informed decisions
3. Practise Scenario planning and sensitivity planning.
4. Plan forward
5. Manage risks
6. Foster changes
7. Solve problems.
8. Think Globally and Act Local
9. Create Social Capital
10. Create a culture of Growing a Pipeline of potential customers and convert the same into clients.

Always have a Risk Based Approach in doing an Enterprises Risk Management(ERM)

Always look at the Principal risks e.g. Operation, Credit, Legal, Compliance, Brand and Reputation, Market, Capital, Human and many others. Transform all the risks into competitive advantage.

## REQUIRED EMOTIONAL INTELLIGENCE SKILLS

Soft skills sometimes called people skills are important to create an all rounded entrepreneurial person and create a competitive edge. This makes a person to talk to people well, gain trust and communicate issues.

- Empathy
- Self-awareness/Adaptability

- Social skills/Trust building
- Conflict management/Interpersonal skills/Communication
- Decision making
- Teamwork/Leadership/influence/motivation

## THOUGHT PROCESS

Positive Thoughts-----	Your Words
Positive Words-----	Your Behaviour
Positive Behaviour-----	Habits
Positive Habits-----	Values
Positive Habits-----	Destinations

## CREATE VALUES

1. Integrity
2. Collaboration
3. Customer Service
4. Team Work
5. Equity
6. Innovation

## KEY COMPONENTS OF BUSINESS PLAN

1. Executive Summary of the business idea
2. Company brief and what it intends to do, solution to be provided,market,customers.
3. Organisation, Management set up, adequacy , breadth and depth, Structures. Workforce numbers, qualifications, experience and calibre.
4. Market Analysis. What's the market, the product, suppliers etc?
5. Customer Analysis. Who are the customers? What do they want? What are they looking for?
6. Products. Solution to be provided, Product and pricing.
7. Marketing Strategy,Plans e.g. operational, tactical and strategic.
8. Financial Projections.

As you put down your ideas onto paper and setting up plans and objectives think of all this to be **SMART**.

- S** Specific
- M** Measurable
- A** Attainable
- R** Realistic
- T** Timebound

## COMPANY REGISTRATION DOCUMENTS

- Certificate of Incorporation
- Memorandum and Articles of Association
- CR14
- CR6
- Address confirmation
- Tax Clearance
- Association certificate

## COMPANY REGISTRATION / VEHICLE REGISTRATION

- Vehicle registration
- Insurance cover
- Passengers/goods insurance
- Goods Insurance Cover
- Temporary Insurance Cover
- Signages on weights, address, company logos

## REGISTRATION COMPLIANCE

- Road permits
- Garage Reports
- VID Fitness
- Dangerous Goods Compliance cover

## ASSOCIATION/AFFILIATIONS

- Opening of a bank account
- Affiliation with CILT
- Registration of the company as an Exporter with Exchange control
- Join an Association for Road users and Transporters e.g. Transport Operators Association of Zimbabwe(TOAZ), Chovha Mubaiwa, Harare Commuters Association, Greater Harare Transport Association etc
- GPS Technology set up companies



## FINANCIAL DOCUMENTS

- Business Plan
- Cashflow projections
- Financial budgeting
- Quotation book
- Invoice Book
- Delivery Note
- Goods Received/Returned Vouchers
- Asset register
- Accounting journals
- CD3/Export documents
- Engagement agreements drafting/execution /monitoring

## ESG AGENDA AND CONCIIOUSNESS

The ESG Agenda is currently topical and need to be incorporated in every business idea and operations to create a resilient and sustainable business. Others may look at it as the 3Ps of Profit, Planet and People agenda.

### Environment/Planet

- Climate change
- Greenhouse gas emission
- Deforestation
- Resource depletion
- Waste and pollution
- Green Environment/EMA approved
- Alternative Cleaner Renewable Energy
- Social/People
- Employee relations and diversity/Inclusiveness
- Health and Safety
- Conflict and resolution
- Local communities
- Working conditions
- Human Rights
- Modern Day Slavery/Fair Pay

## Governance/Profit

- Corruption and bribery
- Board diversity and structure
- Donations
- Political lobbying
- Remuneration
- Tax strategy
- Executive
- Value for money
- Emerging markets e.g. SMEs

## TYPES OF TRANSPORT/LOGISTICS BUSINESS VENTURES

- Passenger
- Bulk/Flat bed
- Containerised
- Fuel
- Dangerous goods
- Ordinary Goods
- Refrigerated
- Lease/Hire of equipment and trucks

## KEY ITEMS TO HAVE

- Bank account
- Website
- Email address
- A Good branded Company name for advertising on T Shirts, Cars, Trucks
- A motivated and positive mindset.

## About the Author

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