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Chairman's Desk

THE FUTURE OF TRANSPORT AND LOGISTICS IN ZIMBABWE

My attendance of the 2023 CILT Africa Forum Conference in Kigali, Rwanda gave me an opportunity to learn how many landlocked countries of Africa use logistics to stimulate and enable socio economic development. Rwanda depends on the efficiency of its neighbouring (Kenya, Uganda and Burundi) countries transport and logistics systems for its imports and exports. The major transport modes being road and air. Additionally, extensive use of Information Technology and Warehousing is a major feature of Rwanda's logistics system.

The Conference itself tended to focus more on the need for African countries to trade more with each other- this, as a result of lessons learnt from decades of struggling to develop through assigning most of their trade with developed countries. Therefore, the coming into operation of the African Continental Free Trade Area (AfCFTA) has opened up immense opportunities for African countries to realize this long standing dream of promoting trade within the African continent.

To realize the benefits of AfCFTA, the Conference observed that there were numerous challenges that required addressing and many of these challenges were to do with constructing efficient logistics systems. A lot of work has already been done by regional economic bodies such as the East African Community, SADC, etc, to structure systems by different names, which facilitates trade between those countries.

An important question that kept coming up was, what role can the Chartered Institute of Logistics and Transport (CILT) play in assisting authorities to shape their logistics systems? Systems that can engage bilaterally and multilaterally with regional



Mazi Banana (FCILT)

and international partners to enhance social and economic interconnectedness within Africa.

Africa has abundant natural resources that its inhabitants can leverage towards its socioeconomic development. However, to obtain maximum benefits from its resources, Africa badly needs focused investment in logistics systems. The success of AfCFTA to elevate Africa's socioeconomic development is anchored on effective and efficient logistics systems and sound policy frameworks. CILT is well equipped with the necessary expertise to offer integrated Logistics and Supply Chain solutions in socioeconomic development strategies for the individual states of Africa.

In the case of Zimbabwe, as a land locked country, is well placed to become the hub of the North-South logistics system. The country is well served by rail, road and air transport with relatively good communication systems. In addition, Zimbabwe is also part of SADC's various trade protocols. However, a lot of work still needs to be done on the logistics infrastructure and the crafting of a comprehensive logistics policy framework. A framework that can enhance local and foreign investment in economic development, and create accessibility into the hinterlands. Effective logistics relies on sound infrastructure and managerial expertise and I believe, with the abundance of logistics skills, CILT Zimbabwe can make a substantial contribution to the country's development agenda.

Consistent with its Vision 2030, It is critical that authorities appreciate that logistics is not an appendage in socioeconomic development but, part of the foundation and one of the main pillars of that development. This is a challenge to CILT Zimbabwe and Africa.

OPTIMISING ZIMBABWE'S TRANSPORT SECTOR PERFORMANCE TO ACHIEVE NATIONAL AND CONTINENTAL DEVELOPMENT GOALS

BY AUGUSTINE ZHANJE (MILT) (MZIM)

TRANSPORT sector is one of the key enablers underpinning the achievement of Zimbabwe's National Development Strategy (NDS 1) and Vision 2030- "Towards an Upper-Middle Income Economy".

To this end, there is growing need to foster close collaboration and co-operation between key stakeholders in transport sector in order to transform and modernise Zimbabwe's transport ecosystem to meet evolving international best practices.

At the recent Africa Forum 2023, which was held in April 2023 in Kigali - Rwanda, the Conference aptly recognised the pivotal role played by Logistics and Transport in accelerating socio-economic development and regional integration in Africa and beyond. CILT Africa Forum 2023's theme- "Logistics and Infrastructure Development as an Engine for sustainable implementation of African Continental Free Trade Area" also resonated, in principle with the concerns and aspirations of African people to eradicate poverty and social inequality through harnessing investments in infrastructure development, promoting intra-Africa trade



as well as enhancing free movement of people, goods and services within the continent.

It is imperative for Government of Zimbabwe, academia and private sector to take bold steps to transform and modernise our domestic transport sector to advance socio-economic development, regional integration and export competitiveness of Zimbabwe's goods and services in regional, continental and international markets.

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WiLAT SPREADING OUR WINGS: *Tomorrow's Global Thinkers*



Thandiwe Primrose Nyerenyere

I recently joined United Nations High Commissioner for Refugees, Tanzania Operation as the Fleet Management Officer.

Previously employed by ZRP as a Police Officer for 17 years in the Transport and Logistics Department of the organisation with no idea at all of what I was getting into. A male-dominated industry my determination to succeed in the transport and logistics sector made me study the CILT from Certificate Level to Advanced Diploma. I intend to pursue a Masters in Supply Chain Management.

I was promoted to the rank of Assistant Inspector and at this time I knew the sky was not even the limit. I had my say but I lacked confidence in my work environment. After interactions with mentors like Charles Mazhazhate (CMILT), Prof Marian

Tukuta (FCILT), Dr. Newton Demba (FCILT), and Tapiwa Mukwashi (FCILT) although from a distance when attending a CILT WiLAT (Women in Logistics & Transport) event.

Gradually I know that in all I was doing the powers that be were noticing, an opportunity came for nominations for Peacekeeping Missions Deployment, and they nominated me. In the interviews before deployment, my Logistics qualifications and experience were my gateways to deployment. It was during my time as a United Nations Peacekeeper that I got to know of the opportunities that the UN had to offer.

Although it is a challenging position at the end of the day have the energy and determination to strive to achieve my goals.



Sally Ncube

SALLY is a dynamic and creative feminist development practitioner who has made several strides across sectors: With 18 years of advancing women's rights, gender and social inclusion; as well as advancing development of women leadership in Zimbabwe and beyond. Over the years, Sally has build such skills and experiences through engagements with both public and privates entities in Zimbabwe and beyond such as Non-Governmental Organisations, Government institutions, community leaders and groups, faith based networks, youth and women's movements in Zimbabwe, Zambia, Kenya, South Sudan, Ghana, Nigeria, South Africa, Swaziland, Namibia, Botswana and Cameroon.

Sally is a member of Women's Democracy Network, founder, and Executive Director of Women's Democracy Network Zimbabwe and co-founder of Women's Democracy Network Africa. She coordinates National Coordinator for Women's Coalition of Zimbabwe, whose thrust is on promoting women's rights, empowerment, and participation in development processes at community, national, regional and

international level. Sally is the founder of Sally Women's Institute established in 2013. The institution offers training, coaching, advocacy and solidarity support to woman in Zimbabwe and beyond. To date a record of over 17 820 women leaders from civil society, political parties, faith-based networks, trade unions, media and social movements have passed through exceptional coaching, training and development.

Global engagement across disciplines, has made Sally a resource person through multi stakeholder coordination and liaison particularly for woman in policy formulation, implementation, review and oversight strategy; research, advocacy campaigns; emergency response design, implementation, monitoring and evaluation; resource mobilization and grant administration leadership. Sally is a significant player in the social inclusion for women and youth from marginalized communities in Zimbabwe towards their rise and development. Email: durasally@gmail.com.



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Rumbidzai Perpetual Chijiri



WiLAT SPREADING OUR WINGS: *Tomorrow's Global Thinkers*

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Rumbidzai is the founder of AFRI-loom Consultancy (Pvt) Ltd, an educationist and author. She is an enthusiastic, self-motivated young lady with excellent communication, leadership, and interactive skills. She founded Afriloom Consultancy as an Education based consultancy organisation aimed at professionally developing women and training young leaders through vocational skills.

“I have conducted several seminars, workshop and experience in capacity building, leadership coaching, team building and child protection. Also I have supported many schools in terms of school leadership training as well as volunteered to teach young children in faith-based institutions. As a Professional Development Officer, I have impacted the lives of more than 2000 teachers in Mashonaland Central Province of Zimbabwe through training. I have impacted the lives of young leaders in schools through my tailor-made leadership training workshops aimed at inculcating good values and morals in young adults and building a resilient individual through Career guidance. I am an author of 4 *Guidance and Counselling* books under different publishers including UNICEF aimed at developing good morals and values in young children.

“Together with Sainted Roots Organisation I spearhead rural community development projects in Makoni, Zimbabwe where I coach, mentor and train rural communities on issues of safeguarding, how to farm, how to be entrepreneurs”.

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PRESENT AND FUTURE USE OF DRONE TECHNOLOGY IN ZIMBABWE:

A TURNING POINT IN SUPPORT OF NATIONAL DEVELOPMENT

By Trevor Biza

The rapid and dynamic advancement in drone technology is gaining increased acceptance and popularity from both the private and public sectors in Zimbabwe. Despite the technology being in its infancy stage, early adopters of drone technology have put our nation on the radar and this coincides with the country's vision trajectory 2030 of being a Middle Income Economy as also shaped by the National Development Strategy 1. Gone are the days when people and the business community were so sceptical to embrace technologies with the word 'advanced technologies' such as drone was being regarded with diverse phrases: 'farfetched aspiration' 'taboo' and a synonym for missiles. These days, drones are famous for the good they do for both communities and the business world. Popularly known as a drone, the technology is an Unmanned Aerial Vehicle (UAV) without a human pilot on board and is operated from a ground-based station using a remote control. Despite the recent advent of UAV into the business world, the technology is becoming obsolete and being replaced with remotely piloted aircraft (RPA). This testifies how swift technologies are developing. RPA are drones customizable for different operations because they come in different models, types, shapes, and sizes (*from handheld to those larger than 150kgs*). They are part of the broader fourth industrial revolution (4IR), together with artificial intelligence (AI) which is making headlines in the world of technologies. AI is a key component in revolutionizing the ability of drones to be equipped with different capabilities for specific tasks. This AI functionality enables drones to interact with and interpret the environment such as object detection, automatic tracking, and obstacle avoidance through advanced sensors.

The rise in several technologies into the airspace, is slowly increasing the amount of congestion with the airspace becoming scarce and saturated. In view of the aforementioned, there is need to continuously revise and regulate such technologies among other transport systems into the airspace in order to maintain public safety and security. In this respect, there is a need to applaud the government of Zimbabwe for being supportive and amongst the pioneers in



the promulgation of drone legislation in Africa and the world at large. As early as 2013-15, drones were finding their way in the SADC region. Countries began to work on regularizing their use with South Africa passing the law in 2015, Zambia in 2016 and Zimbabwe having its final regulation draft publicized in 2016. In 2018 when Advocate Fortune Chasi was announced as the then-new Deputy Minister of Transport and Infrastructure Development, followed up on the draft law which became a drone law through the SI 271 of 2018 under the Civil Aviation Authority of Zimbabwe (CAAZ). Drone regulations are a guide to those who want to use drones for private, commercial, corporate, and non-profit organization operations. Any person who wants to import, own, or operate a drone must apply to CAAZ for approval. Each drone must be registered, with individuals or companies flying drones more than 120m from the ground should be having a remote pilot license. This legislation integrates and accepts drones into existing aviation systems while fostering an innovative and competitive drone industry.

Drone technology use is gaining traction and growing at an exponential rate in Zimbabwe with CAAZ having certified two drone training schools in 2021 and 2022. There was an influx of applicants from individuals, government arms, NGOs, corporates, and organizations such as ZINGSA, ZESA, ZIMPARKS, ZIMASCO, ZCDC Mining, Zimplats Mine, Unki Mine, and others who wanted the most sort-after precious remote pilot licenses. Apart from the aforementioned players, some names can't go unnoticed for the contribution

they have done in the drone industry: *Alley Capital Group, Drone Solutions, Scout Aerial Africa, Zimbabwe Flying Labs, and Precision Aerial Group* to name a few.

Apart from their use, drones came with spillover benefits such as but not limited to creation of jobs for drone pilots, training schools, technicians, insurance companies, drone sellers, and revenue for the government through Zimra duty on importation and CAAZ registration fees. Drones continue to grow in use in several sectors and disciplines such as: *agriculture, mining, resource exploration, healthcare, humanitarian and disaster relief, construction, insurance, emergency response, wildlife/environmental management, real estate, security, energy, urban planning, traffic management, disease control, meteorology, telecommunications, retail, hospitality & tourism, manufacturing and inventory management, entertainment, advertising, journalism, sports.*

Aerial Photography and videography represent one of the first easily applicable use of drones. Today, drones are widely used to capture footage of remote and inaccessible areas cheaply and fast. Drones are being used by individuals to commercial players to cover events, video shoots for filmmaking, and many other things. This market is getting easily saturated because camera drones are affordable to the general populace.

The mining sector e.g. Zimplats, ZCDC, and Unki mine use drones in survey, stockpile management, security, and surveillance. In security, the drones came

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PRESENT AND FUTURE USE OF DRONE TECHNOLOGY IN ZIMBABWE:

A TURNING POINT IN SUPPORT OF NATIONAL DEVELOPMENT



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with powerful thermal cameras equipped with infrared for night surveillance, and a laser range finder for tracking intruders. Drones are eliminating challenges associated with conventional security personnel as well as reducing costs.

In Parks and Wildlife management, drone have transformed the operations by being used for monitoring, inventory, and curbing poaching in game parks. The unique ability of drones to keep surveillance over large areas acts as a deterrent to poachers and enables their tracking while scientists use them to track endangered animals, as well as study their behaviour and habitat. In disaster management and emergencies, drones can be used to deliver critical humanitarian aid to places that are inaccessible due to natural disasters, fire, accidents, or other emergencies where roads are damaged.

The Civil Protection Unit (CPU) has been equipped with emergency preparedness drones to be used in search and rescue missions such as the recent devastating Cyclone Idai. In such instances it is used to access areas that are not accessible for assessment, search, and rescue. When it comes to town planning and rural planning, it is now easier for the authorities to make informed decisions. ZINGSA is successfully conducting aerial mapping to identify dysfunctional areas in cities by drones and provide local authorities with information about areas of illegal occupancy. Through use of drones, the geospatial agency (ZINGSA) is in the process of mapping land for the assessment of 99-year agricultural leases.

Drones continue to be useful in terms of inspection of infrastructure such as boosters by telecom companies, buildings, pipelines, and ZESA power lines. In the year 2022 wheat season, the Ministry of Lands, Agriculture, Fisheries, Water, and Rural Development attributed the increased harvested wheat to the use of drones in the management of huge flocks of *Quelea* birds. Drones can offer farmers affordable and effective methods to manage pests, inspect crop health and spray up to 1.5 tons of fertilizer, seeds, and feeds in one hour or cover one hectare in 5 minutes on an average of US\$30 against \$75 when spraying with a tractor. Hospitality & tourism is using drones to capture stunning footage to show our beautiful landscape and wildlife. The likes of adventurous tourists African Tigress, Stephen Ndukwu and Wode Maya as well as our local Fly Zimbabwe have produced excellent footage to market our tourism and ZIMBHO brand through use of drones. Tourists can have an aerial view of places that are inaccessible or enjoy navigating forests and caves using the FPV drone.

Notwithstanding the rise and adoption of drone technology, not all sectors have embraced drone technology. The use of drones for transportation is still lagging behind. This has attribute to continual poor transport service in different sectors thereby affecting healthcare delivery, humanitarian aid, retail, manufacturing, and others that require goods movement.

Currently, there are no investors in delivery drones in Zimbabwe, unlike other African countries such as Rwanda, Ghana, Malawi, and others. The government should work in partnership with other private actors and non-governmental organizations to form private-public partnerships like what Rwanda did with Zipline. UNICEF works and provides technical support to partners and governments in strengthening their capacity to operate efficient supply chains. Zimbabwe has a perennial problem of traffic congestion in city centres and surrounding areas. Drones may be the right technology to help reduce the degree of congestion and associated consequences. Investing in drones by the government and city fathers will help in identifying and monitoring congestion areas. Provide a real-time aerial view to traffic controllers so they can be proactive in diverting traffic to other roads. They will identify vehicles violating road rules, dangerous behaviour, and vehicle counting. It is old fashioned to see law enforcers play hide and seek with offenders and engage in movie-style races. Drones can simply capture footage/track offenders and arrest made using other safer methods at convenient places. As technologies are developing, the use of drones has expanded to include operations involving the carriage of cargo and passengers. DHL and Amazon companies have been working on cargo drones. In Germany, they are working on urban air mobility for the use of drones in passenger transport.

The growth of drone technology is anchored on education and the ability to manufacture them locally. While opening the 6th edition of Transform Africa Summit, His Excellency emphasised the need to embrace technology for social and economic development and urged young innovators, techno-preneurs to deploy the abundant raw materials for production of ICT related products. Zimbabwe should not rely on off-the shelf tech products at exorbitant prices and support must be given from government and the global market to develop our own capabilities. Adoption of the Education 5.0 philosophy and increased publicity will bear fruits in the long run. With ZINGSA's astronautical engineering department, universities, and private players, drones can be manufactured locally and become widely affordable.

Technology is changing rapidly, organizations must be able to adapt to these changing circumstances and integrate new technologies into their day-to-day operations. Before implementing a drone services program, there is a need to evaluate how the technology will support the overall business strategy. Understanding the processes that drones will optimize is key, the potential cost savings, the services that the technology will change, and the improvements to be expected.

There is no one-size fits all approach in implementing drone programs because of differences based on scope, size, geography, and other factors and should decide to opt for an internal, outsourced, or hybrid program. The advantages and disadvantages of each system must be considered during that period and advantages must go beyond the possible disadvantages.

DRIVING AT NIGHT: CRITICAL TIPS FOR SAFE NIGHT DRIVING

CHANGE of seasons accompanies it with several driving demands. When days become shorter, peak hours in driving will mostly be in the dark. No one is able to control seasons but all participants should adjust to seasons. Drivers are reminded of the risks associated with night driving. Part of risk can be attributed to the body's natural response to darkness. We naturally want to wake up when it's light and go to sleep when it's dark. When it begins getting dark earlier, not only can it take us a few days to adjust to the time change, but our bodies will also need to fight the urge to relax and start winding down. Because of that, it's not uncommon to start feeling drowsy behind the wheel.

Here are a few tips to improve your safety during the drowsy, darker days ahead:

- **Avoid alcohol and medications that make you sleepy before driving.**

Either of these elements, when combined with driving in the dark, can have serious consequences. Mixing the two can prove lethal, as they compound your impairment. Because of that, never try out a new medicine for the first time when you're required to be behind the wheel.

- **Know some of the warning signs and have a plan to fight them.**

Things like yawning, blinking excessively, missing an exit, or drifting into another lane all indicate that your fatigue may be catching up with you. If you start experiencing any

of these effects, pull over and take a short nap or a brisk walk.

- **Be aware of dangers on the road around you.** You're not the only sleepyhead behind the wheel, so watch out for others who may be struggling to remain alert. Also, as time changes and the sky gets darker earlier, there is a greater chance of animals being on the road. So be aware of that possibility as you drive through areas where wildlife might be present.

- **Make good sleeping habits part of your safety plan.**

Today we have plenty of distractions to keep us up at night, from smartphones to video games. Commit to safer driving by putting your devices away an hour or two before you go to bed, and make it a practice to get at least seven or eight hours of sleep. Sticking to a sleep schedule can help you feel more rested behind the wheel.

- Dim your dashboard lights to reduce interior light
- Reduce your speed and increase the distance between you and the vehicle ahead of you

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THE 2023 CILT AFRICA FORUM - KIGALI RWANDA

The Chartered Institute of Logistics and Transport (CILT) AFRICA Forum is a major continental event providing a platform for governments, corporate organizations, individuals, students and other stakeholders of the transport and logistics industry to share, learn, and promote professional and business interests.

The 2023 edition of the CILT Africa Forum was hosted at the Kigali Convention Centre from 24th to 27th April 2023, under the theme “LOGISTICS: THE ENGINE FOR SUSTAINABLE IMPLEMENTATION OF AfCFTA”. The forum was attended by over 700 delegates across 17 countries.

The Africa Forum in Rwanda prioritized corporate exhibitions, business sessions and attracted seasoned professionals, industry leaders, government-industry regulatory officials, journalists, and academia not only from Rwanda but across the continent to deliver various insights and discussions around current issues pertaining to sustainable implementation of the Africa Continental Free Trade Area (AfCFTA).

Main Themes Discussed

- Contemporary issues in global supply chains and opportunities for sustainable implementation of Africa Continental Free Trade Area. (Plenary session).
- Modus Operandi of Africa Continental Free Trade Area: The role of logistics and transport business community in effective implementation of AfCFTA. (Plenary session).
- The role of women in building resilient



logistics and transport systems behind the successful implementation of Africa Continental Free Trade Area (WiLAT Session).

- Leveraging technology to build resilient logistics and transport systems to drive the implementation of Africa Continental Free Trade Area. (NextGen).
- After a disruptive global crises threatening free movement of goods and services across global supply chains and Africa in particular, the event was an opportunity for Africa to come together to build resilient continental systems of supply chains, logistics and transport that can withstand emerging global shocks on supply chain networks, keep moving goods and services with their related information from one African country to another where they create more value.

The 2024 Africa Forum will be hosted by CILT Zimbabwe in Victoria Falls next year.

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E-MOBILITY BY CMED: THE GAME CHANGER

With several strides of research in the past years, CMED finally made it in the year 2020. The journey of a thousand miles begins with a single step, and this was the case with CMED (Pvt) Ltd when it enhanced the development of its first electric vehicle, a BYD T3. The decision was driven by its continuous research and developed. The direction of the global automotive sector that is slowly shifting from internal combustion engines (ICE) to electric vehicles. Initially this exploration was faced with criticism, skepticism and mixed feeling. However, despite criticism and intense research CMED ultimately become the leader in e-mobility in the country.

The electric vehicle comprises of a high energy storage battery, electric motor and an inverter; the reminder becomes the usual components on the ICE vehicles, and these include the cabin/shell, suspension and wheels. Batteries of EVs are made of various metal alloys that are able to store high energy levels, materials such as lithium and cobalt. As for the BYD vehicles that CMED first added to its fleet, the high energy storage batteries were made of Nickel Cobalt Manganese (NCM) and Cobalt free Lithium Iron Phosphate (LiFePO).

Every⁴ experience that CMED has had with electric vehicles become a learning curve paving way for continuous improvement which resulted in gradual growth and high fleet performance. The first acquisition of the BYD T3 model had a lower range (travel distance on a full battery charge) of between 250km and 300km. The BYD T3 model required more charging time to get the battery fully charged. Although the management was excited on the milestone of acquiring the first electric vehicle as an organisation, there was always the desire on how to get high efficiency levels that would be very close to the ICE vehicles in terms of range and convenience. The CMED technical team working together with other supporting functions that included its procurement and research and department (R&D) departments continued to search for the improved EV technologies taking into cognizance cost implications especially the cost of acquisition which is high considering that EVs were new automotive technology.

The second batch of the electric vehicles remained of the BYD brand but this time had improved on shape, charging time and range. In terms of the



A picture showing electric vehicles connected to chargers

shape, CMED moved away from the van to sedans which were more appealing to the target markets. As for the charging time, it significantly reduced by almost 50% thus allowing the EVs to stay on the road for longer allowing CMED to effectively and efficiently serve its clients. The higher range was achieved by the change in battery type that powered the EV. While the first batch of EVs (BYD T3) are powered by Nickel Cobalt Manganese (NCM) batteries which give a range of between 250km and 300km, the second batch of EVs were powered by Cobalt free Lithium Iron Phosphate (LiFePO) which give a range of between 450km and 500km. It was out of the desire to achieve higher customer satisfaction levels and also cover broader markets that CMED's fleet has continued to improve in terms of performance.

CMED started with a single electric vehicle in 2020. By the end of the same year there were five vehicles. The fleet continued to grow now reaching twenty (20) with a composition of 18 battery electric vehicles (BEVs) and two electric minibuses (e-minibuses). The electric vehicles are operating under the flagship of EasyGo which is CMED's strategic business unit mandated with driver training, car hire and safari tours.

Currently, CMED's EVs are serving urban markets such as Harare and Victoria due to convenience and availability recharging ports. These electric vehicles are

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A picture of a branded BYD T3 7-seater electric vehicle model which was the first EV model that CMED procured in 2020.

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E-MOBILITY BY CMED: THE GAME CHANGER

CONTINUED FROM PAGE 12



A picture of one of the BYD E6 5-seater electric vehicle that forms part of CMED's second batch. Behind it is recently acquired EVs fleet that is yet to be branded, registered and added to the fleet.

serving as taxis in areas such as the Robert Mugabe International Airport and Victoria Falls Airport where they have won the hearts of the those clients who are aware of CMED's contribution towards preserving the environment by running such a fleet that produces zero-tail pipe carbon emissions. The adoption of the environmentally-friendly electric vehicles has significantly improved the organisation's competitive advantage and is a bid step towards United Nations global agenda 2063 on sustainability.

Since the acquisition electric vehicle, CMED has recorded significant cost savings in running the EV fleet compared to petrol and diesel in ICE vehicles. The BYD E6 model has a 70,7KWh battery; and to fully charge it from 0% to 100% costs about US\$10.00 at an average cost of US\$0.14 per KWh, out of which a range of between 450km and 500km is obtained. In essence, a single battery charge of a BYD E6 covers a distance of 500km at a cost of about US\$10.00. On the other hand, for the same distance of 500km, a diesel vehicle that does 10km on a litre will consume about US\$81.50 at an average cost of US\$1.63 per litre. A comparison of the BYD E6 to a diesel vehicle indicates that CMED is saving close to US\$70.00 by running an electric vehicle over the same distance of 500km.

Driving behaviour, especially speeding, is one thing that transport organisations battle with; and this has a bearing on fuel cost. However, for electric vehicles speeds of up to about 110km/hr draw the same amount of energy from the battery thus making the vehicles highly economical. Given that the maximum speed on Zimbabwean roads is 120km/hr, running an EV fleet guarantees CMED of high fuel efficiencies. More so, in traffic congestions, the EV does not draw energy from the battery since the electric motor will not be running; unlike with an ICE engine which still idles and consumes some fuel. An EV also employs the regenerative braking system whereby during the braking process, the electric motor recharges the high energy battery, although this amount of energy is not very significant.

In terms of fleet running costs, CMED realized that it is saving greatly by running the electric vehicle fleet. CMED confirmed after the assessment that maintenance costs of an electric vehicle are about 25% of that of an ICE engine. For example, where it costs CMED to get an ICE vehicle serviced after every 5 000km for oil and filter change, engine tune ups and all other requirements; an electric vehicles simply goes for a diagnosis and confirmation that the high energy storage battery, inverter and electric motor are functioning well. Major maintenance of the few components that

make it up are done after attaining high mileage of even 80 000km and above. With adoption of EVs, CMED has witnessed some of the perennial problems in running an ICE vehicle fleet such as overheating, engine knocking and gear box malfunctioning becoming a thing of the past since the internal combustion engine has been eliminated.

Compared to an ICE vehicle which loses efficiency from the internal combustion engine, to the gearbox, to the drive train and finally to the wheels; the energy contained in a high energy storage battery of an electric vehicle is always put to good use through elimination of these inefficiencies. Upon starting an electric vehicle, the direct current (DC) contained in the high energy storage battery is converted into alternating current (AC) which powers the electric motor and the rotation is directly transferred to a small direct gear box which has a ratio of 1:1 and the torque is directly transferred to the wheel thus getting the car into motion.

The other advantage of electric cars is that they come in automatic versions which gives the driver comfort and convenience in driving. Sound pollution has been the other challenge of ICE engines. This problem remained a challenge most motorists learned to live with. However, with electric vehicles driving is tranquil and people are saved of noise pollution. The elimination of the internal combustion engine on EVs also eliminated noise pollution. The EV manufacturers however left a moderate whistling sound that is meant to alert the public of the approaching quiet vehicle lest people are run over without knowing they are interacting with an EV within their ecosystem.

Since CMED has managed to achieve a reasonable fleet composition of EVs over the last two years, the organisation is now targeting to adopt 100% electric vehicles for its taxi and shuttle vehicle services in the long term. This move leads Zimbabwe in complying with the global call of reducing carbon emissions as enunciated by the UN global agenda 2063. More so, being a government department that is mandated with transport provision to both the government and the public, CMED is geared to lead from the front and pitch the tone at where all other transport organisations must operate at. Due to its proactive approach in e-mobility adoption, CMED has also had an opportunity to be consulted on e-mobility policy frameworks development riding upon its experiences with EVs. This improved its relationship with the parent ministry, Ministry of Transport and Infrastructural Development, and other related Ministries such as Ministry of Finance and Economic Development. Such relationships has created more opportunities for CMED to lobby for financial incentives such as rebates and tax exemptions on EVs. Indeed e-mobility adoption has become a game changer in Zimbabwe's transport sector.

Notwithstanding the notable development and benefits, one of the barriers to e-mobility adoption in developing countries such as Zimbabwe is high cost of acquisition.

GENDER AND TRANSPORT

TRANSPORT has never been gender neutral. Male and female travellers have different mobility needs and patterns. Many vehicle manufacturers have failed to consider these different needs even during the manufacturing process of public transport be it buses or private vehicles. This is despite the universal trajectory of gender inclusivity. Women require special sanitation and gender specific needs that differ from men.

Therefore, there is need to consider gender equality in the transport and logistics industry. The concept of gender equality in transportation refers to the aim of reducing inequalities of access and opportunities between men and women to transportation.

The Universal Declaration of the Rights of Man recognises the equality of men and women. This is in support also of the 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). The CEDAW is the most comprehensive international agreement on the fundamental rights of women. Therefore, gender dynamics of transport and logistics cannot be ignored in the transport value chain. Transport policies and practices need to acknowledge these diverse needs of transport.

Challenges faced by women in the transport Sector:

• Opportunities

Lack of flexibility and room of travelling away from home for long periods of time are some of the reasons why the transport industry seem like such a daunting prospect to women. Social responsibilities and perceptions attached to woman make it difficult for most woman to join the transport and logistics industry. However, logistics in this 21st century is no longer limited to the traditional view of heavy physical lifting of requirements and physical global movements. There is so much scope in the types of careers available under the umbrella of logistics, that it is becoming easier for women to embrace. The same way women drive homes, they can also drive the economy. Both men and women tend to have different skill sets that complements each other if used together and they can build notable transport solutions.

However, in the public eye, logistics is also often associated with **physical**



work, which is why it is far behind in women's career aspirations. While there are women being hired in various organisations, they hit a glass ceiling that does not allow them to rise beyond mid-level employees.

• Male dominated industry

Traditionally, the male dominated supply chain logistics industry was associated with heavy lifting work (not considered for women), where people got an entry-level job and worked their way up. Despite the passage of time and modernization, Logistics is still considered a man's world today, as the industry has so far failed to recruit and promote more female specialists and managers. Notwithstanding notable strides that have been made by women in joining the industry, still there has not been enough footing to place them in places of influence.

• Cultural factors- patriarchy

Culture has always played a significant role in defining the roles of women and men. The woman's role was centered on house chores and child bearing. This paved way for early marriages and cutting off of any future career prospects. Studies have shown an impression of the prevailing **stereotypes** of women in logistics. This confirmed the perception that the transport sector is currently still a **man's world**.

Women are however breaking new ground as the trend these days has noticed a rise in females acquiring driver licenses for truck driving, buses and in the haulage truck businesses.

• Qualifications

The failure to balance home and work has also been one reason for the low uptake of qualifications and jobs in the transport business by woman. Women have not been given equal opportunities as compared to their male counterparts to advance their education. This reduced participation by most women different industries including transport and logistics. Even a few who would have attempted join logistical industries instead they are placed in line jobs that don't offer strong opportunities for promotion. Most clerical, secretarial and even cleaning positions in organisations are left to women as there is limited room for any growth in the transport industry.

• Professor M. Tukuta (FCILT)

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• Professor M. Tsvere

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• Ms P. Bhariri (CMILT)

Lecturer Supply Chain Management, Chinhoyi University of Technology

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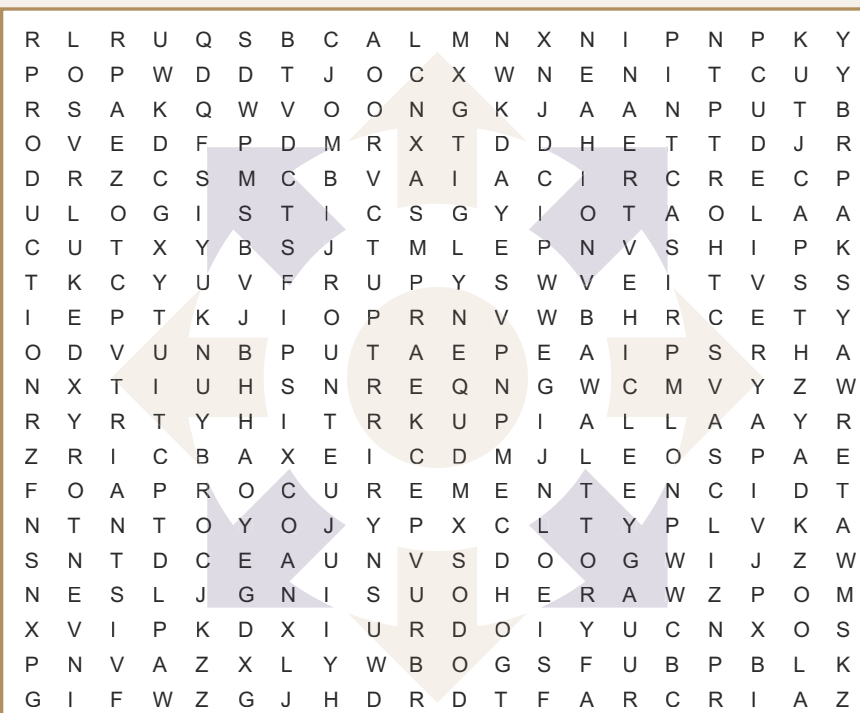
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LOGISTICS & TRANSPORT WORDSEARCH



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- RECYCLING
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- WATERWAYS
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- OCEAN
- WAREHOUSING
- PRODUCTION
- AIRCRAFT
- ROAD
- DISTRIBUTION
- SUPPLYCHAIN
- LOGISTICS
- VEHICLE
- PROCUREMENT

Find the word in the puzzle

Words can go in any direction.
Words can share letters as they cross over each other.

MAPPING A HUMANITARIAN LOGISTICS PLAN: ADDRESSING THE IMMINENT RETURN OF ZIMBABWE EXEMPTION PERMIT (ZEP) HOLDERS FROM SOUTH AFRICA

BY AUGUSTINE ZHANJE (MILT) (MZIM)

ZIMBABWE is expected to grapple with the imminent mass movement of over 178,000 Zimbabweans who are facing a bleak future in South Africa after the South African Government refused to extend the validity of the Zimbabwe Exemption Permits (ZEP) due to expire in June 2023.

Despite numerous civil lawsuits mounted by the Zimbabwean diaspora community in South Africa and the Helen Suzman Foundation to halt the cancellation of the ZEP facility, the South African Government has flatly refused to reverse its Cabinet position.

Against this background, affected ZEP holders must head back to Zimbabwe either voluntarily or through deportations enforced by South African immigration authorities.

In the last few months, several high-level meetings have been held between representatives of the South African Government, Zimbabwean Embassy in South Africa and lawyers representing the Zimbabwe Diasporan community in South Africa to thrash out an out-of-court settlement. Unfortunately, these attempts have been futile hence worsening fraught relations between the belligerent parties.

Several diplomatic missions have been conducted at Foreign Minister-level to address the same issue but no lasting solution has been found to date.

Another contentious issue to ZEP holders is the fact that the finalisation and/or resolution of lawsuits filed in the South African High Court remains pending. Thus, lack of finality and closure to the ZEP-related legal cases is a cause for alarm and despondency to ZEP holders who are now struck between “a rock and a hard place”.

To this end, Zimbabwe should start mobilising its Customs, Immigration, Transit Housing Facilities, Road and Rail Transport systems to handle the massive influx of Zimbabwean returnees coming back either on voluntary terms or through enforced deportation by South African authorities.

In order to assess the cost and extent of the impending ZEP-related crisis, the Government of Zimbabwe, through its Embassy in South Africa, facilitated a Physical Mapping exercise in nine provinces in South Africa to assess the situation on the ground.

Although, the Mapping exercise was conducted between 12- 31 March 2023, Government of Zimbabwe has not yet readily shared its Humanitarian Response Plans.

Notwithstanding the foregoing, it is prudent for the Government of Zimbabwe



to enter into a collaborative partnership with key stakeholders (development partners i.e., I.O.M) and private sector players to promote a safe, efficient, orderly and responsive movement (migration) and re-integration process for all Zimbabwean returnees.

The National Humanitarian Response requires mobilisation of financial, human, technical and material resources (domestic and international) to inform a safe, efficient, orderly and responsive movement of Zimbabwean returnees (people) and their personal effects from South Africa to their home provinces or local communities in Zimbabwe starting in May to July 2023.

To this end, it is pivotal that the Government of Zimbabwe establish a strategic partnership with IOM, CILT Zimbabwe, transporter organisations, development partners, churches, ZEP representatives and key partners in the private sector to develop an All-Inclusive National Humanitarian Response.

It is not amiss to also establish common ground, foster close collaboration and undertake joint fundraising initiatives with the South African Government to catalyse the efficient and effective operationalisation of the National Humanitarian Response. This process should be done to safeguard the socio-economic well-being of vulnerable returnees.

Therefore, the mass movement of 178,000 people and their personal effects (movable assets) from South Africa to Zimbabwe is a mammoth task which requires a customised and coordinated Public-Private Partnership in order to achieve resounding success.

In this context, the author proposes the creation of a Multi-stakeholder Humanitarian Response Team (MHRS) to undertake the Humanitarian Response. The MHRS may adopt the Galbraith's Star Model as an appropriate framework to address the Humanitarian crisis which is set to unfold between May and July 2023.

The model promotes unity of purpose and singleness of direction. This strategy, if facilitated by a Multi-stakeholder Humanitarian Response Team (MHRT), will catalyse the return and re-integration of Zimbabwean returnees into local communities in a safe, efficient, orderly and responsive manner.

Funding for the Secretariat which will be mobilised from the Government of Zimbabwe, Government of South Africa, individual donations, corporate donations and grants from local and international development partners in Zimbabwe, South Africa and beyond.

The Galbraith's Star Model covers the following inter-related elements namely:

- **Strategy** relates to the Direction which includes: setting goals and objectives for the Humanitarian Logistics (Response) Project
- **Structure** relates to Powers, in the context of roles, reporting relationships, communication and decision-making in the Project/Organisation
- **Processes** relates to systems, resources (financial and material), procedures and workflows to be used to optimise efficiency and responsiveness of the Project/Organisation towards meeting organisational and national goals and objectives
- **Rewards** refers to monetary and non-monetary rewards for affected returnees, service providers (carriers, shippers and clearing agents) and project staff
- **People** covers recruitment, training, deployment, secondments and retention of critical Project staff

In conclusion, the author implores the Government of Zimbabwe, with bilateral support from the South African Government, to constitute a Multi-stakeholder Humanitarian Response Team made up of representatives drawn from various Government agencies (Immigration, Foreign Affairs, ZIMRA, Social Welfare, Police and Transport etc), IOM, CILT[Zimbabwe], Transporter Representative bodies [TOAZ, TAZ, SFAAZ, ZUPCO, NRZ], Church organisations and ZEP representatives to spearhead a robust National Humanitarian response.

However, if the Humanitarian crisis is not holistically addressed through an elaborate Humanitarian Logistics Plan, the country may face a humanitarian crisis of major consequence to national security, geo-political and socio-economic stability.

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The training programme aimed to promote a deep understanding of the requisite skills and competencies required to effectively market minerals in a sustainable manner. The strategic tools to explore the dynamic mining business environment to understand the supply and demand patterns were also dealt with together with transport costing. Delegates further dealt with aspects of contract formation and its implications on their day-to-day operations.

Much appreciation goes to Mr. Chandavengerwa, The Acting General Manager at Minerals Marketing for his passionate desire to see every employee in the organization gaining new knowledge and skills to steer the organization toward a competitive edge in minerals marketing and management in Zimbabwe and beyond the region. His vision is to realize the ISO Certification of the entity to prime its minerals and services as well ensuring that Zimbabwe realizes the 2030 middle-income status. Special gratitude also goes to his Predecessor, Mr. T.M. Muzenda (MHSRIP) for ensuring that MMCZ becomes a learning organization. Special thanks also to Ms. Matare and Mr. Goronga for arranging the training program and



Part of the MMCZ staff that attended a 5 CPD workshop on Professional Minerals Marketing Training Program this year.

for their desire to support every employee in any way possible for them to realize their full potential.

MMCZ plays a key role in national economic development and wealth creation. The organization is now geared to meet its strategic objectives and targets as the staff is well-motivated and equipped with the necessary skills for their roles in the organization. The next step is to be engaged in minerals export procedures, the F.O.B Incoterm and its implications, and Cost Analysis from exploration to assaying for better pricing strategies.

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MEASURES TO ADDRESS ROAD TRAFFIC ACCIDENTS IN ZIMBABWE

BY AUGUSTINE ZHANJE (MILT) (MZIM)

The liberalisation of the public transport sector has resulted in the sharp influx of new entrants joining the transport sector to exploit business opportunities arising in both passenger transport and cargo transport sub-sectors. Notwithstanding the easing of regulatory constraints (barriers of entry), the country is now witnessing a marked increase in road traffic accidents since 2018. According to the Road Accident statistics report published by ZIMSTATS in 2023, it was reported that the country witnessed over 13,815 road traffic accidents during the 4th quarter of 2022. WHO (2018) reported that over 50% of road traffic accidents which were recorded in Zimbabwe in 2018 were attributed due to Public Service Vehicle (PSV) drivers. However, accident statistics do not show whether these accidents involved retested drivers or not.

In terms of Statutory Instrument (SI) 168 of 2006 (Public Service Vehicle drivers), Public Service Vehicle (PSV) drivers in Zimbabwe are defined as tested and licensed drivers who meets the following criteria namely:

- a) He/she must be above the age of 25 and below the age of 70 years
- b) Written proof of continuous driving totalling five (5) years prior to driving a public service vehicle
- c) Holder of a defensive driving licence issued by the Traffic Safety Council of Zimbabwe (TSCZ).
- d) Holder of a Medical certificate issued by the Government Medical Officer
- e) PSV driver shall also undergo a retesting exercise after every 5 years from the date of retesting

On the economic front, UNECA 2021 report identified that the economic impact of road traffic accidents amounts to 3% of the country's GDP annually. Therefore, in the Zimbabwean context, the country is losing over US\$300 million worth (be it vehicles, machinery and road infrastructure) annually due to road traffic accidents. In the same vein, road accidents also causes a massive social impact as a result of injuries and deaths arising from road accidents. In this regard, this worrying trend repudiates the achievement of national goals espoused in the NDS1 (2021-2025) and Vision 2030- "Towards an Upper Middle Income Economy by 2030".

Therefore, these sombre statistics demonstrates the prevalence of several factors contributing to road traffic accidents which are under-qualified drivers (unsafe drivers) or dilapidated



(Picture credit: KELLS DZIVA/ZIM METRO NEWS)

road infrastructure (unsafe roads) and/or under-serviced vehicles (unsafe equipment).

RECOMMENDATIONS

Therefore, in order to optimise the transport sector performance and address the ruinous effects of road traffic accidents on the viability and resilience of the economy-at-large, the following strategies may be considered as a panacea to this phenomenon notably:

i. Strict enforcement of the Legal and Regulatory Framework

Zimbabwe is a country which is highly rated globally for having a robust legal and regulatory framework which governs its transport ecosystem. These laws and regulations were promulgated by the Government in order to promote an efficient, effective and legally compliant transport sector and these includes:

- *Traffic Safety Council Act (Chapter 13:17)*
- *Roads Act (Chapter 13:12)*
- *Road Traffic Act (Chapter 13:11)*
- *Statutory Instrument 309 of 1985 (Road Traffic Regulations)*
- *Road Motor Transportation Act (Chapter 13:15)*
- *Statutory Instrument 168 of 2006 (Retesting of Public Service Vehicle Drivers)*
- *Vehicle Registration and Licensing Act (Chapter 13:14)*
- *Municipal Traffic Laws Enforcement Act (Chapter 29:10)*

ii. Reviewing and strengthening the existing driver licensing and certification standards in Zimbabwe to eradicate corrupt issuance of drivers' licences to undeserving persons

iii. Transforming TSCZ into a full-fledged Road Traffic Safety Authority with regulatory and statutory powers to impose fines and penalties on road safety violators.

iv. Integrating virtual simulation tests into the driver testing and

licensing curricula i.e., introducing Night driving and Rain- weather driving simulation tests under the Defensive Driving Course administered by TSCZ.

v. Increased budgetary allocation towards the Emergency Road Rehabilitation Programme II (ERRP 2).

vi. Incentivise private players' investments, through issuance of Rebates of Duty and Tax Incentives, to promote Public- Private Partnership (PPP) in national road rehabilitation programmes.

vii. Enforcement of SI 168 of 2006 (Retesting of PSV drivers) must be strengthened by VID and ZRP to weed out under-qualified drivers who are still flagrantly driving public service vehicles in contravention of Government policy and regulations.

viii. Compulsory installation of vehicle telematics (i.e., Dash camera, Speed Sensors) on all Public Service Vehicle to monitor, collect and transmit to central Government servers. The telemetry data collected will include speeds, hours of service, routes, mileage, driving habits and fuel consumption. Such measures will inform legislative reforms and appropriate policy actions at both organisational and national level.

ix. Benchmarking Zimbabwe's driver testing and licensing regulations to dovetail with international best practices namely: SADC/SATCC protocols, AU Road Safety Charter and UN Convention on Road Safety.

x. Improving the institutional capacity of Emergency Response Services (ZRP, Ambulance, Air support and Fire Departments) so that they can adequately and effectively respond to road traffic accidents within the shortest turnaround time.

xi. Promote the nationwide adoption of the Road Transport Management System (RTMS) in order to instil self-regulation, road safety practices and voluntary compliance in the road transport sector

xii. Use of psychometric tests and Police clearance to screen prospective PSV drivers and barring unfit drivers from driving Public Service Vehicles.

xiii. Repeat traffic law violators (Transport operators and individual drivers) must be debarred from owning or operating PSV for a specified period (minimum – 5years).

xiv. In cases of fatal accidents involving unroadworthy vehicles, the offenders becomes liable for both criminal and civil penalties

Conclusion

Recognising the centrality of the

CONTINUED TO PAGE 22



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IMPORTANCE OF SUPPLY CHAIN MANAGEMENT IN STRENGTHENING BUSINESS

By **Munyaradzi Kandawasvika** (Head Logistics Management Services at Bak logistics)

In this article, we will reveal the secrets behind the growing importance of Supply Chain Management in strengthening business operations. The Importance of Supply Chain Management

Supply chain management refers to all activities that convert raw materials into final products. The absence of Supply Chain Management leads to little or no access to commodities and services vital for life. Supply chain management involves a network of specialised service providers linked via a centralized management process. Each service provider acts as a link that moves/handle a product along a chain of production, from seed to shelf.

The Importance of Supply Chain Management

1. Cost Reduction – Often organizations focus on the costs of purchasing supplies with little emphasis on freight and supply chain related activities.

For an organization to successfully achieve cost reduction, it is critical that all costs related to freight, customs, handling, storage and licensing should be considered before a decision to purchase is reached.

2. Satisfied Customer – Supply Chain Management should help every business to meet and exceed expectations of their customers. When a supply chain is effectively managed, the ultimate price of goods and services should be competitive and product availability and reach must be guaranteed. Effective supply chain management brings out direct improvement to a business' customer satisfaction ensuring that the correct quantities of the correct items are delivered timeously.

3. Simplified Logistics – An interconnected network of service providers which includes shipping lines, warehousing and material handling companies, clearing and forwarding agencies and other regulatory bodies, working together seamlessly, eliminate delays and improve customer satisfaction.

Supply chains often appear like independent strings of companies doing business to reach a common goal which is delivering products to end users. However, there is much more to it which is a bit complex and technical than that which is perceived. The world can easily view supply chain as one large supply chain but the interested parties such as producers, distributors, suppliers and logistics companies



are consistently in touch with each other from production up until the goods reach the final user.

4. Effective Capital Utilisation – Organizations that become competitive in the current business environment, outsource logistical services from specialists who have invested in infrastructure, platforms and equipment to do the job. These companies will consume the services of an asset only for the duration they need the asset for. It is important and majority of the times leads to success when an organization invests in its core competencies in their industry and leave logistics to specialists who have invested in that area.

5. Increased Revenue and Profits – Effective Supply Chain Management increases revenue and profits. Organizations that outsource Supply Chain activities effectively utilize their resources by investing in initiatives that bring a high return to the business. For example, an organization would rather buy more raw materials or products for resale instead of investing millions of dollars building warehouses, buying forklifts and hiring employees, yet when the business is off season all these resources will be idle. A focused organization which outsources supply chain activities stand good chances to grow its customer base, satisfy its customers and invest more in marketing activities creating customer loyalty and brand equity.

6. Agility – Organizational agility is one characteristic that an organization should possess. Effective Supply Chain Management which involves outsourcing logistics services, gives an organization room to change course at any time without remaining stuck with permanent decisions. When a business has streamlined non-core activities, it gives more time to its employees to focus on key areas of competence. Giving employees more time to pay attention to details, diagnose problems and find appropriate solutions timeously.

This characteristic of Supply Chain Management allows organizations to guarantee availability of goods or services, quality and competitive prices.

7. Better Quality Control – The quality of an organization's products or services is determined by the quality of its suppliers. The quality of products and services offered by an organization is a result of an effective and efficient Supply Chain Management system implemented by an organization. A win-win strategy adopted by an organization between itself, its suppliers and stakeholders achieves the desired quality. This will encourage suppliers to comply with the company's quality requirements thus better quality control and ultimately customer gratification. In summation, Supply Chain Management gives a holistic approach to the entire production flow extending its scope beyond a singular organization to all other stakeholders involved in the process. It helps an organization to be more focused and prioritize its resources to areas that are critical to the growth of the business whilst eliminating risk by streamlining all non core activities. Given a chance, to advise any business, I would recommend outsourcing logistics as part of effective Supply Chain Management.

MEASURES TO ADDRESS ROAD TRAFFIC ACCIDENTS IN ZIMBABWE

CONTINUED FROM PAGE 20

transport sector in advancing the national development agenda in Zimbabwe, it is crucial for the country to adopt a collective and multifaceted approach which addresses causal effects of road traffic accidents. In regard, road sector stakeholders who must form foundational bulwark in dealing with the scourge of road traffic accidents includes: Government Agencies (CVR, ZINARA, VID, TSCZ, RMT), Transport associations, Driver organisations, Passenger Associations, Driving schools, CVR, ZRP Traffic and Ministry of Health, among others. In view of the foregoing, a collective approach must be adopted to stem the rising cases of road traffic accidents bedevilling the country's transport sector and the economy-at-large.

LOOKING AT DISASTER AND RELIEF MANAGEMENT

BY ASHBOLD MARI

IT is widely reported that the frequency, intensity and impact of disasters are increasing year on year and the number of people affected by disasters is always ever increasing. Humanitarian activities regarding risk reduction, disaster preparedness and the provision of assistance across board, at International, national and community level, need to be adapted if they are to remain effective.

According to the survey conducted by the International Federation of the Red Cross and Red Crescent Societies, Global Logistics Service (GLS), Around 20 billion united states dollars is spent on delivering humanitarian aid every year, with Logistics activities accounting for 60 to 80 per cent of the said figure. The results of the research reflect the importance of this expenditure and role Logistics play in delivering humanitarian aid across the globe.

Disasters occurring across the world and in particular, Zimbabwe, pose a severe threat to human society. Disasters may occur in different forms (heavy rainfall, avalanches, earthquakes) or human made (industrial accidents, chemical leakages, building collapses) and in nature. During and after the disaster, the provision of relief and recovery materials lowers victims' suffering. In such



situations, the logistics supply chain network plays a crucial role.

Providing the “right materials” in the “right quantity” to the “right people” at the “right time” is the intention of typical supply chain management and it is applicable to both commercial and humanitarian supply chains. In comparison with commercial logistics, the number of challenges in humanitarian logistics is greater. This is because humanitarian logistics is carried out under damaged infrastructure, such as limited energy resources and limited transport connectivity,

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LOOKING AT DISASTER AND RELIEF MANAGEMENT

CONTINUED FROM PAGE 23

working in coalition with multiple stakeholders involved in the relief activities, governmental interventions, and the final beneficiaries. In that context, it may be well understood that humanitarian logistics operates in a more complex and challenging environment. Furthermore, it is important that humanitarian aid activities meet the triple bottom line concept which is related to sustainability, i.e., addressing economic, environmental, and social concerns.

Disaster relief operations basically entails a series of phases involving establishing communication infrastructures, undertaking search and rescue operations, providing temporary shelter and providing any necessary first aid services. Disaster relief operations are focused on deciding the transportation of food, equipment, first aid supplies, rescue workers from supply points to many geographically dispersed destination nodes within the disaster region, as well as the evacuation and transference of disaster victims to healthcare facilities safely and expeditiously. The speed with which humanitarian aid is delivered following a disaster is contingent on ‘logisticians’ ability to procure, transport, and receive supplies at the site of a humanitarian relief effort.

In any emergency, logistics management is responsible for sourcing and managing medicines, food, clothing, shelter and in-kind donations from several donors. It also requires monitoring the finances, commodities, and information related to the flow of disaster. It is critical to note that All humanitarian operations depend on logistics and as such, logistics should be treated as a key priority in all humanitarian projects. The humanitarian community has long recognised the need to update its approach to logistics to support a more efficient and effective delivery of aid.

Many people may be involved in logistics and supply chain operations in an emergency response team; however, a qualified team of logisticians ensures efficiency and a cost effective logistics operation. The role of the logistics team is to give operational support to humanitarian aid effort, with close adherence to internal and donor protocols and procedures. This can include:

- Procurement and supply chain management: responsible for procurement, transport, customs, warehousing, field distribution and commodity tracking management.
- Asset and equipment management: management and maintenance, financial planning and needs forecasting, and design and implementation of equipment management procedures.
- Security and communication: security plan design and management, communications equipment installation and procedures when a dedicated Security person is not in place.
- In any humanitarian effort or emergency response, Logistics operations are responsible for but not limited

to the following:

Needs and resources assessment.

- Determine needs and formulate response requirements in close coordination with all stakeholders.
- Logistics contribute to the design and definition of the operational needs and establish an intervention strategy.

Procurement process

- Establish rapid procurement processes appropriate to the emergency to ensure aid is rendered within the shortest possible time.
- Identify sources of goods and services required, and the way in which they will be acquired.

Transport and customs

- Logistics is responsible for putting in place transport arrangements that ensure supplies reach the places they are needed.
- A transport strategy is developed, one which takes account of the different types of transport modes from one place to another including back-up options that facilitate the prompt and safe delivery of relief assistance.
- Logistics manages customs processes for imported goods.

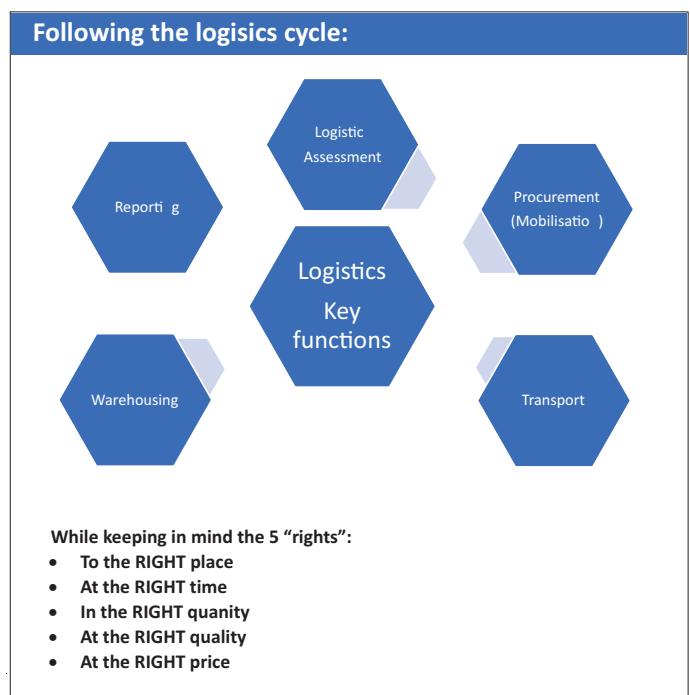
Warehousing and storage

- Plan for warehousing and storage to protect supplies and ensure accountability through an organised system until they can be delivered to their ultimate beneficiaries.
- Ensure appropriate storage of reserve supplies for future or unforeseen needs.

Distribution

- Deliver the aid to the people affected by a disaster (or to partners entrusted with distribution of relief supplies through well-organised distribution systems that ensure aid is provided safely for both staff and beneficiaries, accountable and properly controlled to prevent misuse or waste.

All the activities are interlinked to ensure that the supply chain do not fail. The failure or ineffective functioning of any of the links will affect overall performance of the system.



TALKING PUBLIC PROCUREMENT

1: BOARD COMPOSITION

By Dr. Newton Demba

In recent years, it has been increasingly recognized that strengthening of public procurement systems can positively impact on economic and social results. Public procurement of goods, services and works, accounts for a significant number of national expenditures (domestically generated as well as received from Organizational Development Agents (ODA).

Globally, public procurement is estimated at about 15% of the world's GDP, but in some developing countries, it may account for as much as 70%. This is particularly the case in Less Developed Countries (LDCs) and post conflict countries, where underdeveloped private sectors require public sectors to play a major role in the delivery of services and the provision of much needed economic infrastructure.

When the fundamental procurement principles of open competition and transparency are combined with operational efficiency, reduced corruption, and increased professionalism, the result is greater value for money and increased public service delivery. Public procurement is also a stimulus for growth in the domestic and/or regional private sector as the government is one of the main investors in the private sector and thus hugely influences the way that business processes evolve within the country.

It is in this context that the Government of Zimbabwe has taken important steps to reform its public procurement systems through a comprehensive and multi-faceted reform program. Through the support of grant from the World Bank's Zimbabwe Reconstruction Fund, there was an enactment of a new Public Procurement and Disposal of Public Assets Act [Chapter 22:23] of 2018 which provides the legal framework, the development of



practical tools for implementing the law, including standard bidding and contract documents.

For effective and total transformation of procurement systems at organizational level in line with the Government's thrust, there is need for total commitment and technical understanding of procurement processes and systems at board level. There is need to rethink on how boards of public enterprises and local authorities are constituted. I believe these boards should be constituted with procurement in mind if the reforms are to achieve the intended results. Strategic procurement by nature is a technical discipline which needs qualified, experienced, and certified professionals to be appointed in boards to provide the much-needed technical guidance to the board itself and the operational support to the executive management of the organization.

Having set the tone at the top, the next critical stage is to operationalize procurement transformation through board committees. Procurement activities used to be reported under Finance Committee by the CFO, and this practise is still the norm in many organisations. The Public Procurement and Disposal of Public Assets Act [Chapter 22: 233] is very clear on reporting lines that the Head of a Procurement Management Unit reports directly to the

Accounting Officer (e.g. CEO). This make the PMU a stand-alone function which must be represented in the Excom & Board Committee by its Head like in the case of Chief Finance Officer in Finance Committee, Chief Human Resource Officer in HR Committee etc.

One would then ask a question on where the procurement function will seat when it comes to board committees? Should we have an independent Procurement Board Committee? The answer is absolutely no. I would suggest that the Finance Committee be broadened to accommodate Procurement such that we can have Finance and Procurement Committee.

Procurement is the channel in which the organisation spent 70-80% of its resource, hence the greater need for integration with Finance at board committee level. This inclusion is very important such that the terms of reference for the committee can be redrafted and clearly defined to bring accountability to the board for its oversight role in procurement.

Dr. Newton Demba is a Leadership and Business Management Consultant with Logistics Research and Training Institute (www.lrtin.com). He writes in his personal capacity. For feedback, WhatsApp on +263784166296.

BUILDING A HIGH-PERFORMING TEAM

By Tinotenda E. Munemo (CMILT)

What is a high-performing team?

A high-performing team — also called a *high-performance team* — can be described as a group of goal-oriented professionals whose expertise, skills, and specialization lead them to achieve above-average to world class results on a recurring basis. The team consist of different members at different operational echelons with diverse characteristics and exquisite performance as a common denominator. Usually, members have a strong sense of responsibility, confidence, and excellent communication skills, which contribute to their outstanding results.

The need for building high-performing teams has never been as critical in today's dynamic and ever-changing environment. Navigating global factors, managing constant supply-chain disruptions and increasing talent attrition in the job market among others has created an unprecedented challenge and need for a high performing team. Building a high-performing team requires more than just pulling together a group of talented people with the right skills. It requires careful development and nurturing of key traits, behaviors and best practices.

Here are fundamental aspects required in building and leading a high-performing team.

High-performing teams:

1. Follow a clear vision and mission
2. Establish clear SMART goals, roles, and responsibilities
3. Embrace diversity of thought and wide-ranging skill sets among the team
4. Are led by example; be a high-performing leader first
5. Empower team members with decision-making authority
6. Create a consistent reporting system daily/weekly/monthly
7. Practise good communication across with exception of highlights/lowlights
8. Encourage ongoing personal and professional development

Why build a high-performing team?

There are many drivers towards having a team that delivers above-average to towards world class results. A high-performing team:

- Motivates other employees to improve their performance;
- Creates a culture of knowledge and development;
- Improves engagement and productivity;
- Offers a diverse set of skills;
- Has a strong work ethic;
- Has a commitment to quality.

Most of all, a high-performance team can catapult your business to its full potential, improving the quality of life for the entire organization.



Characteristics of high-performance teams

Although each team is unique, most high-performing teams seem to have common characteristics:

They're experts in their field

Members of high-performance teams are usually the go-to people in their respective areas because of their high level of expertise in their jobs.

They chase a common purpose

Although they're usually very ambitious, a high-performance team focuses on achieving the group goal first.

They're motivated by a common purpose and strive to work together and collaborate with their colleagues to achieve the best possible result.

They're result-oriented

High-performing teams stay focused to achieve the best possible results.

They're interested in understanding how they're performing and the real impact of their decisions.

They're also constantly looking for ways to optimize their efforts and achieve better results.

They adapt easily

Typically, the teams that perform best are the ones that can adapt fastest and most efficiently to change.

Whether it's because the market has changed or the strategy didn't go as planned, a high-performing team can look critically at what didn't go well and quickly build a new plan.

They trust their teammates

Trust is one of the pillars of any team, and even more so in one that performs at the highest level.

In this type of team, each person does their best work to the best of their abilities and trusts that their colleagues are doing the same.

Trust is a value that can be worked on and improved over time.

Conclusion

Being a world centre of recon is every organisation's dream. Therefore, every team dreams of having a high-performing team. However, it is a difficult and torrid task to build such a team. Such a team comes with its own demand and challenges despite the strong desire to achieve best results.

High-performance employee is a human and behind such performance is someone with dreams, ambition, and dedication.

5 KEYS FOR PICKING THE PERFECT LOGISTICS PARTNER

Tapiwa C. Mujakachi (FCILT)

CHOOSING the right logistics partner can have a significant impact on the success of your business. By choosing the right logistics partner, companies can improve the reliability of their supply chain; ensure the smooth, safe, and efficient movement of your goods; reduce transportation, storage, and handling costs; and enhance customer satisfaction. However, if a logistics provider is not a good fit, it can lead to increased costs, delayed and damaged shipments, and other issues harming the reputation of the company and negatively impacting its bottom line. Therefore, it is important to conduct a thorough evaluation of potential logistics partners to ensure that they have the experience, capabilities, and commitment to quality service that you require.

Here are five key factors to consider when picking a good logistics partner:

Experience and Expertise: When choosing a logistics partner, it's important to find one with experience in your specific industry or type of business. For example, if you run an e-commerce business, you want a logistics partner that has experience in order fulfillment and returns management. If you're dealing with hazardous materials, you'll want to find a partner that has experience handling and possibly even storing those kinds of shipments. A good logistics partner should have a proven track record of success and be able to demonstrate their expertise in the areas that matter to you. As everyone knows, "One size doesn't fit all."

Technology: Logistics technology has come a long way from when drivers used to radio their updates to dispatchers, and choosing a partner with strong technological capabilities can give you a significant advantage. Look for a logistics partner that has a robust transportation management system (TMS) and warehouse management system (WMS), as well as the ability to provide real-time tracking and visibility. A good logistics partner should also be able to integrate with



your systems and provide access to data and analytics to help you make informed decisions. Additionally, your ideal partner should utilize their technological capabilities to ensure a high level of safety for the cargo and drivers transporting it. With tractor and trailer tracking, sensors for ensuring safe driving on the road, and many others that produce data on everything from fuel consumption to hours of service, your logistics partner should fit your safety profile to ensure operations run safely and smoothly.

Customer Service: The quality of customer service can make or break your logistics partnership. A good logistics partner should be responsive and easy to communicate with. They should be proactive in identifying issues and finding solutions and they should be willing to work with you to develop a customized solution that meets your unique needs. Last, but certainly not least, they should also be transparent and provide you with regular updates on the status of your shipments.

Collaborative Partnership: A good logistics partner will be just that – a partner, not a transaction or an occasional email. This kind of partnership will result in more efficient logistics services, such as delivery times that fit your business needs and better communication. Additionally, collaboration can lead to cost savings through optimized inventory management and transportation methods. For the logistics partner, collaboration can result in a better understanding of your needs and requirements, leading to improved service offerings and increased customer satisfaction.

Pricing: Pricing is an important consideration when choosing a logistics partner, but it shouldn't be the only factor. A good logistics partner should be transparent and provide clear pricing that reflects the services you need. They should also be willing to work with you to find ways to optimize your logistics operations and reduce costs where possible. Additionally, your logistics partner will be dependable during times when the spot market is volatile and resist the urge to increase pricing because the market demands it. Finally, it's important to balance cost considerations with the factors discussed above to ensure your logistics partner can deliver the quality of service you need at the right price.

With many factors to consider, the most important one is defining what you need in a logistics partner. From there, successful companies will be able to vet partnerships on the criteria above – and more – to find their perfect solution.

TOWARDS AN EFFICIENT TRANSPORT SYSTEM IN ZIMBABWE



By Charles Mazhazhate (CMILT)

The government of Zimbabwe is making huge progress in rehabilitating the Beitbridge – Chirundu Highway which will see a hive of traffic activities supporting socio-economic development in the entire region. Such an investment is capital-intensive but essential for meaningful development to take place. Such strides are greatly appreciated!!!!

Investment in transport infrastructure is key to the socio-economic development of any county. No meaningful development may be realized without a sustainable transportation system. Transport infrastructure provides a platform for mobility and access to goods and services. Africa Development Bank (2020) summarizes the importance of transport infrastructure as follows:

The development of infrastructure networks is intimately connected with the process of economic growth. Transport infrastructure facilitates economic integration and trade and aims to link areas of production to areas of consumption.... Efficient infrastructure attracts centres of production and consumption, gives greater access to markets and education centres, and that timely access to health care, facilitated by transport can prevent maternal deaths and lower infant mortality rates. Transport is viewed as an access agenda, aimed at unlocking growth and development potential.

To meet the above signs of transport in society, The Zimbabwe Strategic National Transport Master Plan (NTMP) (2017) is to be applauded for prioritizing transport networks and passages to promote a sustainable able transport system that values key aspects of accessibility, mobility, transport equity and, environment to be attained within a 20-year time-framework. The overall goal is to achieve transport integration and land-use planning, inclusivity, and a green economy. This will drive a multiplicity of economic activities and growth, and wealth creation in society. The entire spectrum of the NTMP (2017) is to promote sustainable economic development by;

- Development of an inter-modal transport infrastructure plan for all the provinces of the country.
- Development of a transport infrastructure master plan made up of a prioritized list of short-term, medium-term, and long-term transport sector investments; and,
- Development of a national master plan that is in line with the Southern African Development Community (SADC) Infrastructure Master Plan, the Common Market for Eastern and Southern Africa (COMESA) transport policy, and the Programme for Infrastructure Development in Africa (PIDA).

The above objectives require huge funding, as transport infrastructure is capital intensive. For example, the below

table shows how expensive it is to set up rail infrastructure per kilometre. The assumptions below made by Ollivier, Sondhi, and Zhou (2014) on the cost of tunnels and bridges are only for illustration purposes. Debate is to be grounded in the current cost structure.

Table 1 Cost of setting up rail infrastructure/km.

Project type	Cost per unit million of USD (per km)
new rail	12.14
improvement of existing rail	4.37
tunnel	11
canal	30
bridge	10
new port	case-by-case basis
improved port	case-by-case basis

Transport infrastructure performance metric is based on quantity, quality, and access. This metric guides the cost of trucking costs for example. Quantity simply refers to the number of transport facilities such as roads, airports, bridges, ports, and rail tracks, quality primarily points to the condition or state of the transport facilities, how they are maintained, safety and security of users and cargo. Access refers to proximity or the ease with which people can use these facilities to travel from one location to another. The accessibility index, mostly time frame, and cost, is used to measure the efficiency of a network or transport system by measuring how long it takes to move from one point to another cost denotes affordability.

Models for funding transport Infrastructure

The type of model depends on factors such as the type of infrastructure project, cost, and expected benefits. No one model is universal as each is adopted for its own merits and depends on the decisions of the planners and the ideology of the government. The primary source of funding for transport infrastructure is taxpayers and transport users. Statutory instruments are in place to enable the collection of toll fees, vehicle registration fees, driver’s license fees, special truck license fees, and transit fees to finance transport infrastructure. However, these sources may not be adequate for infrastructure development. This will mean that planners may choose to view other options such as the Land value capture Model, Public-private partnerships (PPPs), Tax increment financing (TIF), AND User fees....to be continued in the next issue:

Sources: <https://www.chronicle.co.zw/milestone-as-400km-of-harare-to-beitbridge-highway-open-to-traffic/retrieved 6 June 2023>



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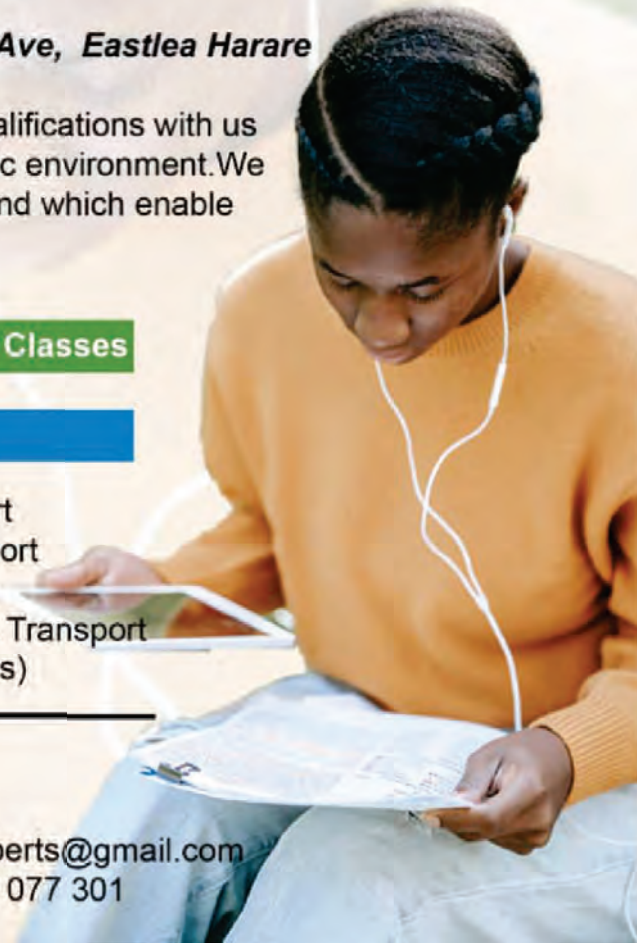
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INTERNATIONAL WOMEN'S DAY CELEBRATIONS

Wilat Zimbabwe joined the world in celebrating the International Women's Day Event under the theme **#Embrace Equity**, held at Bronte Hotel in March this year. The event was attended by women in the industry as well as Friends of WILAT.



Gwyneth Ganya – Wilat Chairperson (MILT)
 "I urge women to be curious and not judgmental. Get involved, not just in company opportunities but also personally to become part of the journey of embracing equity."

The real art of communication is not in making oneself impressive, but in being understood. Which is a rare skill than one might think. We witnessed this art of communication in the two speakers' presentations on International Women's Day celebrations.



Rumbidzai Chijiri - CEO Afriloom Consultancy
 Rumbidzai the founder and CEO of Afriloom consultancy had the full attention of the ladies present with her insightful and excellent presentation on women's leadership. She challenged and encouraged women to take on leadership positions, especially in male-dominated fields like logistics and transport.



Pamela Bhariri (CMILT) Supply chain Facilitator- Chinhoyi University of Technology (CUT)
 Pamela is a lecturer at the Chinhoyi University of Technology as well as a Chartered member of CILT Zimbabwe. She opened with an ice-breaker game where the ladies were elated as she engaged the guests while illustrating her topic, "The Power of Networking". Women were encouraged to support one another and engage in social events that would boost their network.



Coming together is the beginning, working together is progress while keeping together is success!



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