



Energising Zimbabwe's Export Growth

Quality Standards as a Basis for Excellence

Tonderai Marufu
ZimTrade, Zimbabwe





PRESENTATION ROADMAP

1 About ZimTrade

2 The Journey

3 Benefits Realised

4 Impact to our Clients

Who are we?



- ZimTrade is a unique joint venture partnership between the Private Sector and the Government of Zimbabwe.

OUR MANDATE

to *Energise Zimbabwe's Export Growth*

ZimTrade Values



OUR VALUES

- **Focused**
- **Connected**
- **Trusted**
- **Bold**

Our Service Portfolio



Market Intelligence



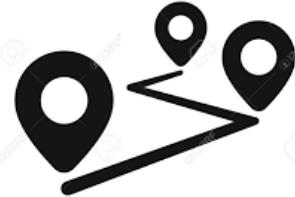
Export
Development



Export Promotion



Advocacy



The Journey

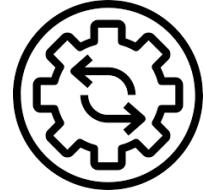
1994

- The first TPO in the world to be ISO certified.
- First certified under ISO 9001:2008

**ISO Certified TPO
for more than 20
continuous years.**

2017

- 1st Organisation in Zimbabwe to be certified under ISO 9001:2015



Benefits Realised

- Improved consistency of service provision
- Improved productivity and efficiency
- Cost reductions
- Improved communications, morale and job satisfaction
- Increased DCP engagement.
- Improved documentation and internal control environment
- Increased acceptance of ZimTrade brand

ZimTrade ranked #1 Trade Promotion Organisation in Africa and 10th in the World.

(International Trade Centre - 2017)

	Lowest Score	Average Score	Maximum Score	ZimTrade Score	ZimTrade Ranking (out of 63)
Leadership and Direction	18.84	51.70	94.01	70.50	9th
Resources and Processes	22.01	47.23	95.11	71.78	8th
Product and Service Delivery	17.35	46.48	95.56	52.98	19th
Measurements and Results	9.25	43.66	94.56	56.69	12th
Overall	19.49	47.27	94.81	62.99	10th

IMPROVED CONSISTENCY OF SERVICE PROVISION

Quality is at the centre of all business processes and activities.

QMS has greatly improved internal communication and tracking of KPIs.

Employee engagement = **59.3%**
Internal NCs reduced by **33%**
External NCs reduced by **82.5%**



Improved consistency of service provision

- Better tracking of Results during MRM

ZIMTRADE 2018 SECOND MANAGEMENT REVIEW MEETING STRATEGIC OBJECTIVES OUTPUT RAG MATRIX (11/10/2018)										
Goal Ref	Outco me	Programme / Project/ Output(s)	Quantit y	TARGET				Responsible Division	RAG Status	
				BASE	2018	2019	2020		AS AT 11/10/2018	
7	4	Baseline employee survey	3	1	1	1	1	HUMAN RESOURCES	Red	
8	4	Employee satisfaction assessment	3	0	1	1	1	HUMAN RESOURCES	Amber	
	4	Number of Employee engagement solutions designed	3	0	1	1	1	HUMAN RESOURCES	Amber	
	4	% of staff on training programmes, coaching sessions etc	80%	80%	80%	80%	80%	HUMAN RESOURCES	Amber	
	4	Number of Organisation wide learning programmes conducted	4	4	4	4	4	HUMAN RESOURCES	Amber	
	4	Learning strategy produced (% of Initiatives implemented)	100%	0	50%	75%	100%	HUMAN RESOURCES	Amber	
	4	Number of leadership programmes conducted	3	0	1	1	1	HUMAN RESOURCES	Red	
	4	Critical Skills Assessment Report	2	0	1	1	1	HUMAN RESOURCES	Green	
	4	Compensation Model Recommendations Report	1	1	1	1	1	HUMAN RESOURCES	Green	
	4	Pay performance model	1	1	1	1	1	HUMAN RESOURCES	Green	
	4	Cost reduction	80%	120%	80%	75%	75%	FINANCE	Green	
9	4	Internal Audit report	6	2	2	2	2	MONITORING & EVALUATION	Amber	
	4	MRM Minutes	2	2	2	2	2	MONITORING & EVALUATION	Amber	
	4	% of people trained, training sessions on Systems	100%	100%	100%	100%	100%	MONITORING & EVALUATION	Amber	
10	4	Number of surveillance audits done	1	1	1	1	1	MONITORING & EVALUATION	Amber	
	3;4	Corporate Dashboard produced	12	4	4	4	4	MONITORING & EVALUATION	Amber	
	4	Internal Audit report	2	2	2	2	2	MONITORING & EVALUATION	Amber	
	4	Number of people internal auditors trained	10	10	12	12	12	MONITORING & EVALUATION	Green	
	4	Number of surveillance audits done Ratio of major to minor audit findings	333%	133%	<50%	<50%	<50%	MONITORING & EVALUATION	Red	
11	4	Competence profiles report produced	3	1	1	1	1	HUMAN RESOURCES	Green	
	4	Competence map produced	3	1	1	1	1	HUMAN RESOURCES	Green	
Red			15					25.4%		
Amber			19					32.2%		
Green			25					42.4%		

Continual Improvement



ZimTrade
Corporate Dashboard Q4:2017

GROWTH FOR ZIMBABWE

OUTCOMES FOR BUSINESS

ENGAGING WITH STAKEHOLDERS

OPERATIONAL EXCELLENCE

10. MEASURE OF THE MOMENT
2017 Company of the Year
SADC NATIONAL ANNUAL QUALITY AWARDS (NQAQ)

11. EXPORT COMPOSITION
% Total Exports
Manufacturing Horticultural Other

12. BIG MAGIC MEASURES
62.99% Benchmark Score ISO Certification to ZNS ISO 9001:2015
2017 Company of the Year SADC National Award Gold for Awards (NQAQ)

7. DELIVERING VALUABLE SERVICES
TYPE OF EVENT % RESPONSE % RESPONSE SATISFACTION
ExpoNet Conference 52 97 99 (Green)
Zimbabwe Export Awareness Seminar 91 100 99 (Green)
Midlands Horticulture Export Awareness Seminar 91 100 99 (Green)
Digital & Online Marketing 100 100 99 (Green)
Clothing, Textile & Leather Sector Engagement Seminar 100 100 99 (Green)

8. FINDING OPPORTUNITIES
Number of Events
Manufacturing Horticultural

9. MAKING BUSINESS HAPPEN
Number of Events
Manufacturing Horticultural

4. IMPROVING THE TRADE ENVIRONMENT
ISSUE DATE STARTED ACTIONED THIS QTR STATUS
Daily on Some Imported Inputs 03/10/2014 Y
Rapid Result Initiative 08/10/2015 Y
Market Access Seminar 08/10/2015 Y
Market Analysis 10/09/2015 Y
Sales in approval of external payment 01/09/2017 Y
Lobby for enhancement in controls 08/09/2017 Y

Completed Initiatives to Date (Q4, 2017)
Corporate Tax Reduction (based on Export Performance)
ZimRA Policy of Levying a Penalty if Goods are not
Shipped within 120 days of importation
Suspension of withholding Tax on Export Market Penetration
Expenses (i.e. agency fees)
Planned exports
Delay by ZimRA with regard to trade agreements

5. UNDERSTANDING OUR CUSTOMER
Number of Companies
Not Segmented Segmented

6. TELLING OUR STORIES
of Company Visits
Baseline Neutral Positive
The Herald, 10 November 2017





ZimTrade
Corporate Dashboard Q3:2018

GROWTH FOR ZIMBABWE

OUTCOMES FOR BUSINESS

ENGAGING WITH STAKEHOLDERS

OPERATIONAL EXCELLENCE

10. MEASURE OF THE MOMENT
2018 Company Award for Standardization
REMINDER UP

11. EXPORT COMPOSITION
% Total Exports
Manufacturing Horticultural Other

12. BIG MAGIC MEASURES
2018 Company Award for Standardization Standard Award of Zimbabwe
2018 Company of the Year SADC Award Quality Awards

7. DELIVERING VALUABLE SERVICES
TYPE OF EVENT % RESPONSE % RESPONSE SATISFACTION
Publ. Export Awareness 79 96 99 (Green)
Metric Cross Border 60 96 99 (Green)
Metric Arts & Craft 65 96 99 (Green)
ZimTrade Service Seminar 69 96 99 (Green)
Metric 3918 93 100 99 (Green)
Services Sector Engagement Seminar 94 96 99 (Green)
Services Export Awareness Seminar 95 100 99 (Green)

8. FINDING OPPORTUNITIES
Number of Events
Manufacturing Horticultural

9. MAKING BUSINESS HAPPEN
Number of Events
Manufacturing Horticultural

4. IMPROVING THE TRADE ENVIRONMENT
ISSUE DATE STARTED ACTIONED THIS QTR STATUS
Daily on Some Imported Inputs 03/10/2014 Y
Report of Services 08/10/2015 Y
Market Briefing 12/09/2016 Y
Sales in approval of external payment 01/09/2017 Y
Lobby for enhancement in controls 08/09/2017 Y

Completed Initiatives to Date (Q3, 2018)
Concerns with Shaka Service
Suspension of all of Entry Clearance Fee

5. UNDERSTANDING OUR CUSTOMER
Number of Companies
Not Segmented Segmented

6. TELLING OUR STORIES
of Company Visits
Baseline Neutral Positive
The Herald, 24 September 2018

1. MOBILISING RESOURCES
Potential TDS 69402.7 605122 673346.5 343096
% collected 87% 66% 85% 100%
Growth -10% 15% -14% 0%

2. A FOCUS ON OUR CUSTOMERS
Expenditure Contribution by Class
Employment - Admins 24% Direct Export Development 20% General Administration 4% Governance Expenses 36%

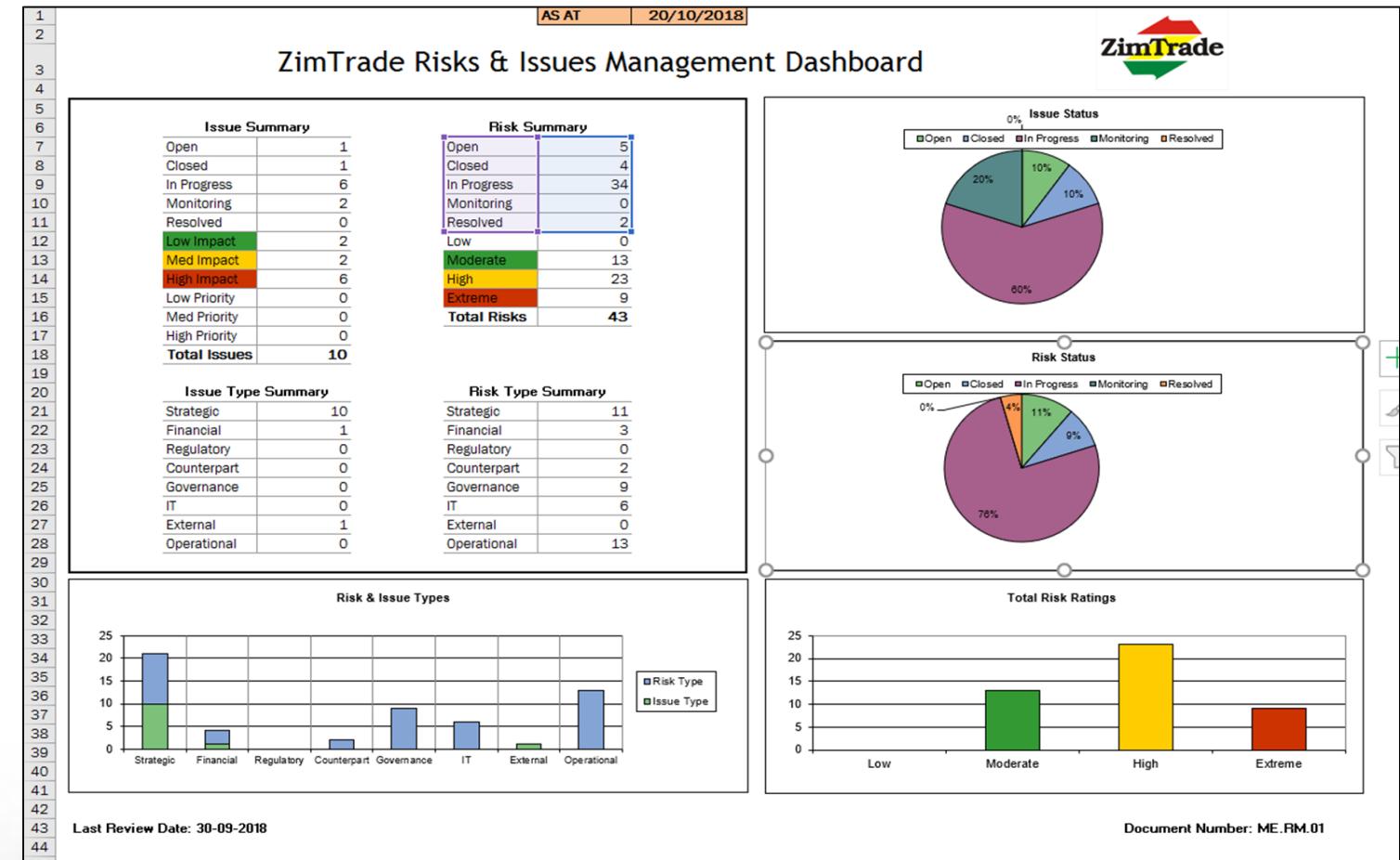
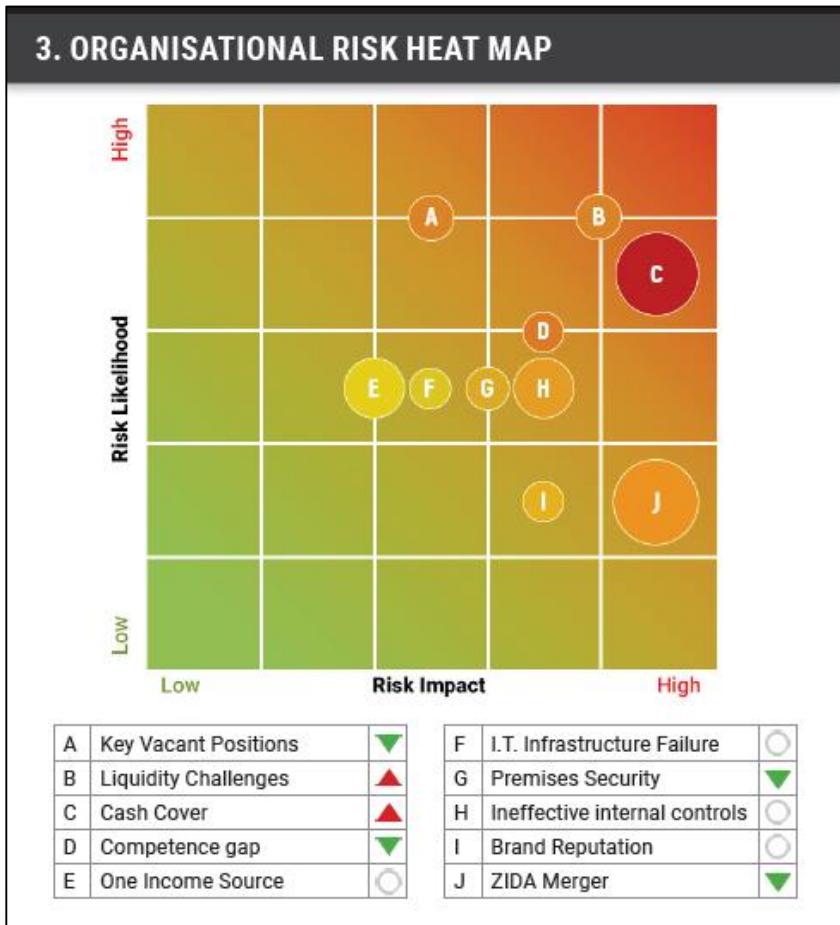
3. EFFECTIVE TOOLS & PARTNERSHIPS
A Toolkit for Excellence
HR Function
Competency mapping
Employee engagement
Performance appraisal
Performance measurement
Knowledge management
CRM
Risk Management
M&E Tools
ZimTrade M&E Tool
Risk Management Framework and Applicable
Standards
Supplier Evaluation Tool
General Audit Requests Tracking Tool
Purposeful Partnerships
Engagement Partners Status
Advocacy Strategic (includes funding partners) 3 1 28
Budget Variance 6% 3% -17%

1. MOBILISING RESOURCES
Potential TDS 69402.7 605122 673346.5 343096
% collected 87% 66% 85% 100%
Growth -10% 15% -14% 0%

2. A FOCUS ON OUR CUSTOMERS
Expenditure Contribution by Class
Employment - Admins 26% Direct Export Development 18% General Administration 1% Governance Expenses 34%
Q3:2018
Q2:2018
22% 34% 21% 1%
3. ORGANISATIONAL RISK HEAT MAP
Risk Impact
Risk Likelihood
A. Very High Positions
B. Very High Strategic
C. High Cover
D. Moderate
E. Low
F. Low Impact
G. Low Likelihood
H. Moderate
I. Very Low
J. ZimRA Mergers

Improved consistency of service provision

- Improved risk management





Impact

Higher
customer
satisfaction
levels

- Improved client needs identification and fit for purpose solutions.
- Number of clients with properly assessed needs has improved from **60%** to **91%**
- Net Promoter Score (NPS) **43%**
- Customer Satisfaction Index (CSI) **65.90%**



Impact

Improved
customer/
stakeholder
confidence

Increased DCP support. Some of the new international partners include:



Department for
International Trade



brilliant
entrepreneur

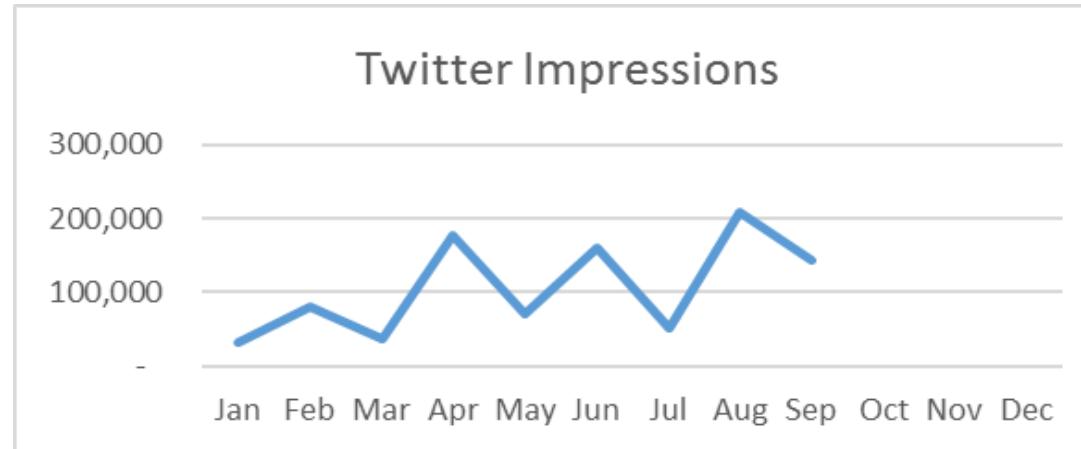


Impact

Improved
communications
and customer
trust



@ZimTradeAlerts



**227,000
impressions**

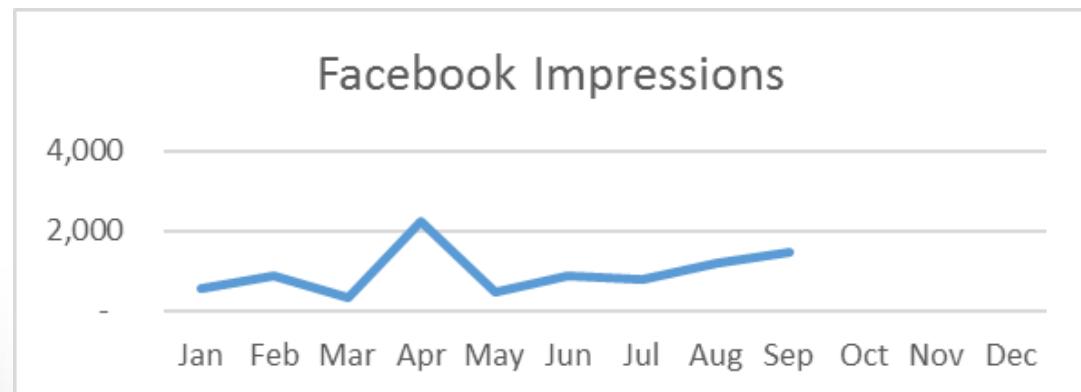
up from 32,000

9373 followers

from just 108



@ZimTrade Zimbabwe



8 821 reaches

up from 559



Technical Intervention Programmes

Through PUM/SES Partnership, we have been imparting practical Standards based quality knowledge on SMEs.



Number of Missions **50**

Sector Projects

- Model Farm
- Cold Chain
- Macadamia
- Leather



Number of Missions **79**

Sector Projects

- Arts & Crafts
- Fashion Design
- Clothing & Textile Manufacturing
- Engineering

BENEFITS REALISED BY OUR CLIENTS

Pursuing certification opens
Export Markets even for
small scale farmers.





Recognition

- **Rated No 1 TPO in Africa and 10th in the World – ITC Geneva**
- **Company of the Year 2019 (SMME) Category - SADC Quality Awards, 2019**
- **Advisory and Sector Representations Bodies - 3rd place, Caminex, Zambia, 2019**
- **Best Country Pavilion – Global Expo, Botswana 2018**
- **Business Support Organisations and Regulatory bodies category, 3rd place Zimbabwe International Trade Fair, 2017**
- **Gold Medal Award for Best Non-Industrial/Commercial Zimbabwean Exhibitor - Zimbabwe International Trade Fair, 2017**
- **Merit Award for Best Corporate Governance Practice Disclosures, (Chartered Secretaries and Administrators of Zimbabwe) - 2016**

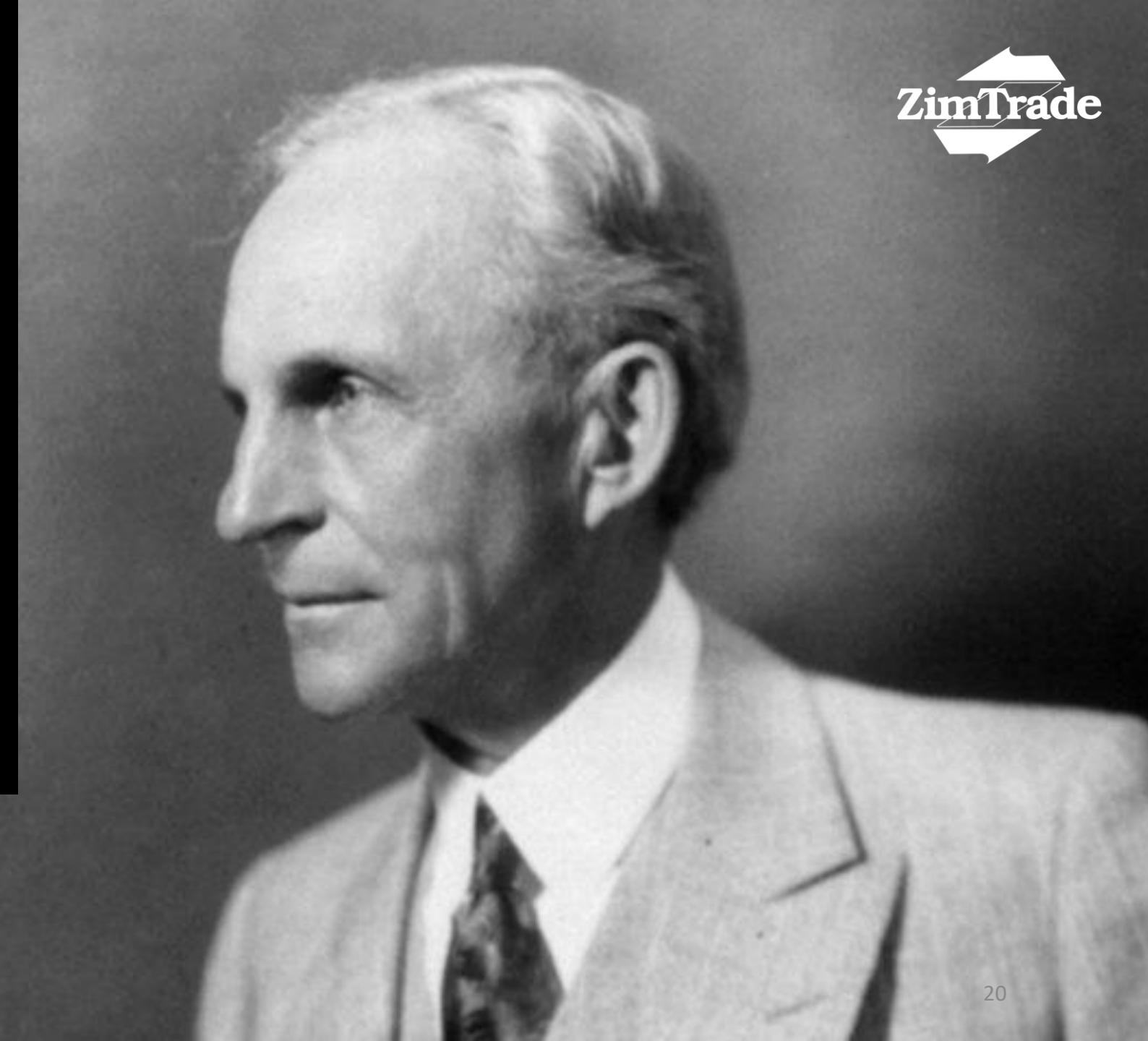
ZimTrade CEO, Mr. A. T. Majuru receiving the Company of the year award (SMME Category) at the 2019 SADC Quality Awards, Windhoek, Namibia.

(March 2019)



“Quality
means doing
it right when
no one is
looking.”

HENRY FORD



Thank you
